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Information Technology

A News Bulletin From The Executive Office For Administration & Finance, Information Technology Division

NEW DOE INITIATIVE WILL INCREASE EDUCATOR RECRUITMENT

Over the past decade, recruiting and retaining teachers has been an increasingly difficult task in the Commonwealth of Massachusetts. This problem mirrors a national trend where we have seen a sharp rise in the number of retiring educators, an increase in the student population and an effort to reduce class-size.

The Commonwealth has led the nation in developing a variety of programs to attract educators and continues to lead the way with the launch of a new Internet application. The Massachusetts Department of Education's (DOE) Educator Licensure and Recruitment Initiative (ELAR) is an innovative program that will enable the Commonwealth to continue to be a leader in producing, attracting and retaining educators to address the shortfall in supply of educators. As part of the Mass.Gov effort, it is an excellent example of how to leverage the Internet and data from other agencies to help recruit and license individuals.

ELAR was born through a grant as part of the E-Government initiative. The Commonwealth under the direction of Governor Swift, Secretary Crosby and David Lewis launched the E-Government initiative with a goal of providing increased web-based services to commonwealth citizens. ELAR is one of a handful of projects selected from hundreds to received funding as part of this effort. The technology component of ELAR (funded through this grant) provides a one-stop

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WORKFORCE TRAINING FUND EXPRESS CREATES SMALL BUSINESS OPPORTUNITIES



Late last fall, the Massachusetts Division of Employment and Training (DET)

launched its Workforce Training Fund Express Program. This pilot program is specifically targeted to help provide training for businesses with 50 or fewer employees – including all plants and branches – and who are currently contributing to the Workforce Training Fund and labor unions.

According to the project's web page, Workforce Training Express is designed to provide these organizations with the resources to invest in the Massachusetts workforce, improve employee skills and maintain the economic strength and viability of the Commonwealth's businesses by quickly and simply providing training opportunities for employees.

Qualified applicants can obtain funding of \$3,000 per employee, up to a cap of \$15,000 per twelve-month period to help pay for training from a pre-qualified list of trainers and programs. Priorities of the fund include:

- Projects that will result in job retention, job growth or increased wages;
- Projects where training would make a difference in the company's productivity, competitiveness, and ability to do business in Massachusetts, and;
- Projects where the organization has made a commitment to provide significant co-investment in training for the duration of the grant and after the grant has expired.

A key to the program is its ability to offer information and applications on-line. Workforce Training Fund Express features an easy-to-complete online application, an online database of training providers, an open application period and quick turnaround. For example, because it is an online process, applications can be made anytime – there are no deadlines – and grant decisions are made within 21 days from the filing of the application. In fact, DET recently approved eighteen Express grant applications. These grants totaled over \$100,000 and will provide training for nearly 250 employees. It is expected that the number of grants approved in the future will continue to grow as more

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DATA CONVERSION IMPROVES COMMUNICATION BETWEEN DLS & MUNICIPALITIES

*...the evolution of
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for an entirely new
and up-to-date
model for state-local
online government...*

Over the last two years, the Department of Revenue's (DOR's) Division of Local Services (DLS) and Information Services Organization (ISO) have been engaged in a massive data conversion project. The project's primary objective is to lay the foundation for direct on-line submission of local data, removing layers of staff involvement and error-prone processes at both the local and state levels. With the foundation nearing completion at the end of this fiscal year, any number of Internet-based applications will be possible in the years ahead to improve the flow of data and communication between DLS and municipal officials. As overall project objectives, such improved data flows and communication might be enough. However, DLS recognizes that the evolution of Internet-based technologies has created opportunities for an entirely new and up-to-date model for state-local online government, a model that can strengthen, rather than erode, New England home-rule traditions. DLS is aiming at an information technology environment in which separate governmental operations in 351 cities and towns (as well as a multitude of local districts) are an asset, rather than a liability, for efficient processing, shared data, regional analysis, and state-of-the-art applications.

The conversion of DLS's existing Municipal Databank and other information from DOR's older mainframe applications to an up-to-date relational database solved two problems. One problem involved storage of municipal data on the same highly restricted computer system that holds all individual state tax returns. The second problem involved the same older mainframe system that is not designed for Internet-based applications. As the DOR looked ahead and saw the need for integrating and reporting all kinds of information – financial data, email, spatial GIS data, digital signatures, etc. – it recognized that it was time to invest effort and money in new technologies. ITD shared this outlook and gave the project appropriate priority.

The project will:

- **Convert the mission-critical applications** for setting local tax rates, receiving Schedule A (local revenues and expenses) submissions, calculating and

distributing \$5 billion in Local Aid, and tracking the status and approvals of all the processes involved in these applications.

- **Convert current and prior years data** taking into account all the rule changes that have occurred over the years because of legislative action or administrative guidelines.
- **Move some simple applications** that require authentication of local officials to the Internet to test the acceptability and practicality of these necessary authentication approaches.

The local tax rate setting application, now in final test, is by far the most complex undertaking in the project. Creating this application required integration of all processes and data from three bureaus' regulatory reviews and approvals of real and personal property assessment certification, compliance with Proposition 2^½, utility valuation, financial vote tabulation, and community-wide fund accounting, all governed by detailed tracking requirements. The DOR designed this new application for its internal intranet (the first such intranet application in the department) so that laptop-equipped DLS staff working in city and town halls can fully access the system.

The second mission-critical application, the Schedule A submissions which comprise a great deal of the financial data in the Municipal Databank, is now in production. The decision to undertake the overall data conversion this year allowed DLS to implement a long-awaited objective of reducing the size of the Schedule A from 55 to 17 pages, saving time and money at both the local and state levels.

The third application will be incorporating all data and processes relating to local aid calculation and distribution into the new database system, with enhanced security and tighter controls on applications involved in the \$5 billion annual disbursement program.

The fourth application, 'Tracking', records and governs the various steps and approvals in all other applications. DOR will develop programs to extract the tracking information typically sought by local officials and state legislators and make these available over the public Internet. Local officials can determine whether their tax rate has been set without playing phone tag or waiting for a letter to arrive. When the DLS Director of Accounts approves a tax

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An interview with the **HR/CMS PROJECT DIRECTOR**



Darrel Harmer



Why did the Commonwealth upgrade from Version 7.5 to 8.0?

Many HR/CMS users reported that it was cumbersome to enter time in 7.5. In 8.0 employee's time is streamlined. Here are a few examples:

Let's say you were on vacation for a week. In 7.5, a vacation time reporting code was entered for each day of the week you were on vacation. This required five actions. In 8.0 you can, in one action, post the vacation time reporting code for the entire week.

Another example is how 8.0 handles work schedules for employees who work rotating shifts of four days on and two days off. In 7.5 you entered time for every day worked in order for that employee to receive the correct pay. In 8.0 that employee's schedule is automatically generated.

What were the technical considerations?

8.0 is accessed through the intranet which eased some connectivity issues for departments and colleges outside of the firewall. Also, HR/CMS 7.5 required the installation of Citrix. 8.0 does not require any additional software.

Is there any new functionality in 8.0 that will be used by the Commonwealth?

Yes, SOAA will use the disability page within 8.0. Security was established and policy developed that will allow the civil rights officer and/or the affirmative action officer to capture information from employees who decide to self-identify and track accommodations. In addition, HRD will use the select and recruit module as a resume bank.

Also, because 8.0 is an intranet-based application there is the possibility that the Commonwealth could, in the future, utilize its self-service functionality.

Who was on the HR/CMS Project Team?

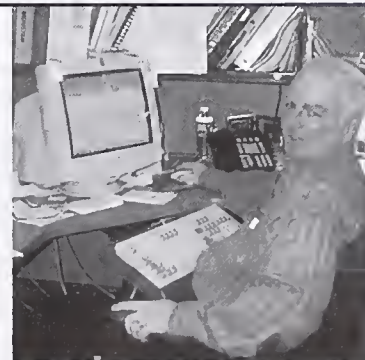
The HR/CMS Project Team was quite unique - truly a collaborative effort. We had members from HRD, ITD, OSC, higher education and the judicial branch all working together toward a common goal. Our implementation partner, Accenture and independent contractors were also vital members.

During the upgrade there were over 60 Project Team members. They were responsible for everything from managing the help desk to testing the functionality to data validation to supporting the technical architecture. Without the outstanding skill and commitment of the Project Team the upgrade to 8.0 would not have been possible.

What does a HR/CMS user do if she or he has a question or problem?

First, there is the HR/CMS Knowledge Center that is accessible on the intranet. Everything from HR/CMS elearning courses, the Project's daily bulletin, HR/CMS memos and the training schedule is posted there. Also, a HR/CMS user can call CommonHelp and speak with someone who will help them complete a process or solve a problem.

You can access additional information about HR/CMS on its Knowledge Center at www.hrcms.state.ma.us.



MASS.GOV'S GOOD INTENTIONS: THERE'S NO WRONG DOOR

The Mass.Gov Portal has introduced some new concepts to online computing with its Top Level Categories and Intentions. The Top Level Categories appear right on the Mass.Gov home page: Home & Health, Doing Business, Work & Education, Having Fun, Getting Around, and Your Government. And on each of the Top Level Categories' home pages, the intentions appear in the top left column under the heading "Getting Things Done", each intention phrased as "I want to do something."

So let's say I want to register a snowmobile. How do I go about this? I'll try "Having Fun" since it seems to me that a snowmobile is not a vehicle for "Getting Around" except perhaps in the far north or in wilderness areas. So clicking on "Having Fun" either at the menu bar level or at the category description on the Mass.Gov home page takes me to the "Having Fun" home page. There under "Getting Things Done", there's nothing as specific as registering a snowmobile, so let's try "More...". Again, there's nothing specific about snowmobiles, so let's try "Outdoor Activities". Bingo! Here there's a link to info about recreational licenses, permits and registrations – but, better yet, there's a link for snowmobiles.

Having used that link, I notice that I'm no longer in "Having Fun" but have switched to "Getting Around". Thinking that might have provided a shorter path, I checked it out: one less click to get to the snowmobiles page. But I got there either way – which illustrates the Portal's "no wrong door" concept. Now when I click on registration information, it takes me to the Environmental Police's Registration and Titling Bureau. Since a whole new browser window has opened up for this, I know I'm no longer in the Mass.Gov Portal. It's still there in its own browser window, but in the Environmental Police's window, I am dealing directly with that agency. If I had chosen "Registration, Title and Sales Tax Forms and Applications", it would take me to a different page within the Environmental Police's web site. Anyway, these Environmental Police screens provide the information and forms to register my snowmobile.

Now that I've gotten that accomplished, let's see where I can use the snowmobile. Back on the Mass.Gov Snowmobile page, I noticed a Related Link (right column) for Off-Road Vehicles in State Forests & Parks. When I click on that link, it takes me to the Department of Environmental Management web site (separate site, separate window) where I can read DEM's policy on Off-Road Vehicle use as well as specific information about state forests where there are trails for Off-Road Vehicles.

As an alternative to trying the intentions approach, I also tried a search on snowmobiles from the Mass.Gov

home page. The search found 550 references that could have made for a much longer path. But the eighth hit was ATV/Snowmobile Registration that took me to the Environmental Police's Registration and Titling Bureau at the level of Documents Required for registration of ATVs and snowmobiles. And the ninth hit was Registration and Titling Bureau which took me to a higher level screen of the Environmental Police's Registration and Titling Bureau site where one of the links was to ATV and Snowmobile Registration. Again: there's no wrong door.

Now, let's see what I can figure out about the early retirement incentive program. I don't see an obvious Top Level Category for retirement but my first guess would be Work & Education. If I move my mouse over the Work & Education button near the top of the Mass.Gov home page, the Virtual Agencies list (education, child care, work, and taxes) doesn't give me a sense of being close. However, if I move the mouse over the Your Government category, Working For the State is one of the Virtual Agencies listed. On the Working For the State home page, there's an intention listed on the left: I want to Get State Retirement Information. When I click on that, there are more detailed intentions listed on the left: I want to Learn About Eligibility and I want to Calculate My Pension. Clicking on either of these takes me to the State Retirement Board's section of the Treasury's web site (separate site, separate window). Back on the Get State Retirement Information page in Mass.Gov, the State Retirement Board is listed on the right under Related Links; this link was also available at the earlier Working For the State page. Clicking on that link in either place takes me to the specific information about the early retirement incentive program: eligibility requirements, benefits, forms, and information on how to get counseling.

I did a search on "retirement" and got several thousand hits, the ninth of which was the Group Insurance Commission's page on early retirement procedure. The thirteenth hit was the State Board of Retirement's section of the Treasury's site. When I did a search on "early retirement", I got even more hits. But this time the GIC site was the first hit and the Retirement Board site was second.

For either the snowmobile or retirement examples pursued above, there's an additional approach if you know the agencies to go to. You can find them under Your Government, Navigating Government, State Agencies. The Retirement Board is pretty intuitive and can easily be found in the Rs. But you'd have to know to look for Fisheries, Wildlife and Environmental Law Enforcement to find snowmobile registration – and that's not very intuitive. So it's a good thing there are all those other approaches that work so well.

TECHNOLOGY INNOVATIONS AT COMPTROLLERS OFFICE

The Office of the State Comptroller (CTR) has been an early advocate for eGovernment applications, with a number of award winning projects. As technology evolves, CTR continues to introduce new applications while upgrading existing ones. Described below are just a few.

MASSACHUSETTS MANAGEMENT, ACCOUNTING, AND REPORTING SYSTEM (MMARS)

MMARS has been successfully supporting the Commonwealth's accounting system for the past fifteen years, winning multiple awards along the way. Over the last decade, the CTR in partnership with ITD, has continued to add functionality to MMARS. However the underlying customer interface has continued to be the so called "green screen", mainframe character based user interface that recalls the 80's technology and programming on which the system is built. The Commonwealth is taking advantage of the latest technology standards that utilize a web-based architecture to provide a more efficient, user-friendly environment. Many of these new web-based systems – including HR/CMS – must integrate with MMARS, a costly proposition with a legacy system. With these considerations in mind, Martin Benison, Comptroller, had asked that a comprehensive evaluation and upgrade analysis be performed to determine the level of effort and cost required to upgrade this legacy system.

The benefits of upgrading MMARS include:

- Enhance the ability to provide real-time interfaces between the Mass.Gov Portal and the Commonwealth's accounting system;
- Allow government workers to more easily move between these systems;
- Significantly reduce the cost of integration.

CTR is now in the process of conducting a Business Process Improvement (BPI) analysis as well as beginning contract content discussions with the vendor, American Management Systems (AMS). This will allow CTR to be ready to hit the ground running when IT Bond 3 funding becomes available to implement the AMS 4.0 web-based product.

PAYEE SELF SERVICE

Massachusetts is continuing to take a leadership role in developing and executing a strategy for eGovernment to serve the businesses and individuals of the Commonwealth. The focus of the strategy is to empower citizens to conduct their business at their convenience through the Internet. At the Comptroller's CFO confer-

ence last spring, users identified this as their number one concern with current MMARS functionality. As a corollary, the strategy seeks to liberate state employees from repetitive data entry tasks, freeing them for endeavors that are more professionally fulfilling while ultimately adding greater value to the public whom they serve.

The current practice of administering payees of the Commonwealth has been in place since 1986 and has become an obstacle to efficient handling of the payee registration process for both departments of the Commonwealth and their payees. The Comptroller seeks to deploy a web-based payee self-service application as a government to business outreach to the payee community that will add value to the payees as well as departments. The PSS system, a sub-system of the AMS 4.0 product will provide the public with a web-based form available around-the-clock on the Internet from any standard web browser and give department users a hands-on preview of what is to come when the full MMARS upgrade takes place. Through this application, individuals and corporations currently doing business and those intending to engage in business with the Commonwealth will be allowed to request to become payees, submit W-9, applicable Terms and Conditions and EFT information.

A private site will also be offered as a means to allow Departments to administer their Payees more efficiently, by both managing payee requests and directly adding or modifying payees using browser technology, work lists and e-mails. Other direct updates to MMARS by the Comptroller's office and through Department interfaces will continue. This initiative is extremely important as it is based on the same technical infrastructure required for New MMARS. Additionally, it will provide both CTR/ITD staff with the skills necessary to install and support our financial accounting and reporting system as well as introduce department staff to the new work environment.

INTERCEPT EXPANDED TO HIGHER EDUCATION

Intercept is an automated process that matches eligible payments to delinquent debt for individuals and organizations that function both as vendors and payees of the Commonwealth. Matched payments offset the debt either in whole or in part, until the debt is retired. Over \$22 million in intercepted payments have occurred since the implementation of this program in 1995.

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WIRELESS

As Commonwealth CIO David Lewis informed the chief information technology leaders in Massachusetts state government last November, ITD began to investigate a variety of technologies, services, and devices for providing wireless data network connections to MAGNet, the state's wide area network. ITD focused on two specific areas of wireless data communications access: remote and local wireless-related technologies (e.g., CDPD, "smart" phones, 802.11b, and PDAs).



The initial investigation regarding remote wireless access, using carrier-access based technologies, revealed that the industry is two to three years away from standardization and maturation.

Although tactical remote wireless solutions do already exist, they are proprietary in nature and will eventually be replaced by solutions based upon the developing standards. Until de-facto industry standards emerge, interoperability issues will likely pose significant barriers to any enterprise-wide implementation. "If an agency has a business need and sufficient operating budget to afford it, ITD will work with the agency to implement a system. However, until standards emerge, it is premature to design and implement enterprise wide remote wireless support," according to CIO Lewis.

On the other hand, the examination of wireless technology revealed significant opportunities for the use of local wireless access to internal MAGNet resources. It was further determined that standards-based wireless local area network support (802.11b) is already available and viable. A number of potential applications for wireless local access were identified:

- To provide more flexible network access services to employees who travel between office locations and their homes, and who use portable PCs.
- To provide access to network resources from common areas, (e.g., One Ashburton's 21st floor, agency conference rooms) for project teams.
- To facilitate agency relocations to temporary space that will require network access for their relocated employees for the limited duration at the temporary space.

The implementation of wireless LAN technology appears to have the potential to convey significant benefits for the Commonwealth. It also carries with it significant technical and organizational considerations, as well as complexities and risks. ITD organized a Wireless Planning Group, a group of agency IT representatives from Commonwealth entities that are interested in wireless technologies. The purpose of the group is to better understand wireless LAN technology, its benefits, limitations, and issues associated with deploying this technology in an agency and the enterprise as whole. ITD will share its experiences from a limited pilot deployment of wireless LAN access points within ITD at One Ashburton Place and the MITC, as will other agencies that have begun to experiment with these technologies. In addition to sharing information, the ultimate goal of the group is to develop enterprise standards, policies and guidelines that will govern wireless LAN deployments in the Commonwealth.

Commonwealth entities interested in participating in the Wireless Planning Group and contributing their input to this initiative should contact Jeff Flannery (jeff.flannery@state.ma.us, 671-626-4576).

SECURITY SHARED SERVICE (S3)

Security Shared Service (abbreviated as "S3") provides security for users and applications of the Mass.Gov Portal. Implementation of a shared service allows for a uniform interface, both for users of the Portal, and application developers. "Single sign-on" will enable users to identify themselves once, using previously-created credentials, and then have secure and private transactions with multiple Commonwealth agencies. It also allows agencies to avoid maintaining individual lists of authenticated users, their passwords, and logon procedures.

ITD's Enterprise Security Management Group, led by Dan Walsh, has been deeply involved in the S3 project since June 2001. An Enterprise Security Board, comprised of CIOs of agencies across the three branches of state government, has been meeting regularly to guide this effort, by defining common requirements and evaluating proposed technology. After an RFI process to understand the state of the art, an RFQ and bid process resulted in several proposals. A contract was

ICATION SERVICES



awarded to KPMG Risk Management to implement the S3 infrastructure, using Netegrity's SiteMinder product. Since September, a team of KPMG, Netegrity, and ITD staff has studied requirements of current and future Portal applications, designed the implementation, and are currently integrating the service with applications of three agencies. Traditional "UserID and Password" credentials meet the security requirements of the current applications. However, S3 will accommodate any stronger challenge of credentials, such as possession of a SmartCard, an authenticated Digital Certificate, or even biometric measurements.

Future applications will be able to share a common directory of authenticated users. Through shared administration (allowing each agency to identify users which it specifically authorizes), it will be possible to cooperate in serving citizens and businesses. Full use of this service will require design "from the bottom up". However, to provide for migration of existing, agency-kept user directories into a common S3 directory, custom programming will challenge a Portal user for his pre-existing application UserID and Password on his first access to the application. Meeting this challenge once will allow the user to use only Portal credentials in the future.

Three applications for early implementation were selected after evaluating the needs of the 12 initiatives identified in the EGov Strategic Plan. The implementation stage of each project matched the schedule of S3, to permit joint experience with shared security. These projects and their use of S3 have now been implemented.

DOR CHILD SUPPORT ENFORCEMENT

The Department of Revenue's eCSE project assists the Child Support Enforcement unit in serving custodial and non-custodial parents over the Internet. This project supplements telephone and paper transactions, by permitting clients with access to an Internet web browser to report and query information about their specific CSE case.

DHCD MUNICIPAL EFILE

Housing and Community Development already receives several report filings electronically. A new legislative requirement that affordable housing statistics be reported by communities and maintained by DHCD led to this web server application. As municipal officials login with previously issued passwords, their credentials will become part of the S3 directory of user authentication.

OSD UNIFORM FINANCIAL REPORTING

The Commonwealth, through the Operational Services Division, requires that non-profit providers of service make regular financial reports. A web server application has been created to receive and keep these reports. S3 will keep the credentials of reporting organizations, and authenticate their web transactions.

While using the convenient S3 designation, users will not lose sight of the fact that this is all about security. However, it is just as important to remember that this is one of the shared services integral to the success of Mass.Gov. Once designed, procured and implemented, the Security Shared Service is available to all Mass.Gov applications requiring security.

ENTERPRISE APPLICATIONS EXPANDS WEB SERVICES

EPAYMENTS SHARED SERVICE



This component of the EGov program, is a centralized service for the Commonwealth to process electronic payments. Departmental applications that have a payment collection component can plug into a standard interface with minimal work for the business application programmer.

The initial release of the service processes credit card payments collected through a web application and includes reporting and backend processing to MMARS. Planned enhancements to this release include:

- A common payment form for web developers available through the portal;
- Additional functionality such as refund processing and enhanced reconciliation;
- An ePayments manager application that will support administrative functions such as refunds, voids and reporting.

The next major release of the ePayments shared service is scheduled for the end of the fiscal year and will support ACH/Debit transactions allowing customers to have funds debited directly from their bank accounts.

ITD and the Office of the State Comptroller, the business owner for ePayments, are in the process of finalizing an enrollment package that will be a comprehensive business and technical guide to the ePayments Shared Service. This enrollment guide will be available on the ITD and OSC web sites.

For additional information about the ePayments Shared Service, contact Mark Heumann at 617-626-4461 or at Mark.Heumann@state.ma.us.

CENTRAL BUSINESS DIRECTORY

This project has been very busy in its first phase of development. The CBD Steering Committee meets weekly to discuss such items as Business Identifiers; Business Users; User ID/Password conventions for Single Sign On; Security Administration; Integration with the Mass.Gov Portal and the Security Shared Service; and candidate Egov applications to be involved in a pilot for Phase 1.

Functions and features of the Central Business Directory will include a central repository of businesses made available to departments across the Commonwealth and functions for businesses to register to do business with the State. The Central Business Directory will also provide the ability for businesses to request user IDs for their employees who want to complete business transactions via Mass.Gov applications. These user IDs will become part of the Security Shared Service's directory and will eliminate the need for any new applications aimed at businesses to issue IDs for their external users. For more information, visit the ITD Projects web site at www.itd.state.ma.us, or contact Mark Heumann at 617-626-4461.

COMMBRIDGE

The Commonwealth's messaging standard that allows diverse applications to communicate, is providing communications for approximately 35 departments doing over 100 interfaces.

A pilot project is underway that will allow a query from the Mass.Gov Portal to send a CommBridge message to the MMARS database and return the results in a CommBridge message that will then be formatted by the Portal. This pilot will be a proof of concept to show how CommBridge can be used to give a "web presence" to a "back-end" legacy system.

Additional enhancements to CommBridge being developed that will facilitate implementation of the Egov initiatives include: the use of XML as the common data representation for CommBridge messages; creation of Java Beans for accessing the CommBridge Paradigms;

and the ability to allow transactional applications to interface transparently with batch applications.

For more information about CommBridge, contact Debbie Seaward at 617-626-4490 or at Debbie.Seaward@state.ma.us.

WEB DEVELOPMENTS AT ITD

The Suggestion Awards Initiative is a formal system for rewarding employees who submit suggestions that will reduce operating costs in state government, generate additional revenue for the Commonwealth, or increase the efficiency of state government operations. ITD's Web Services Group, at the request of the Executive Office for Administration and Finance, developed an online application and tracking system to facilitate the implementation of employees' suggestions. State employees in collective bargaining unit titles within the Executive Branch are eligible to apply for an award under this program by submitting ideas at: <http://db.state.ma.us/eoaf/sai/index.asp> or <http://www.state.ma.us/eoaf/sai/>.

ITD WEB SITE

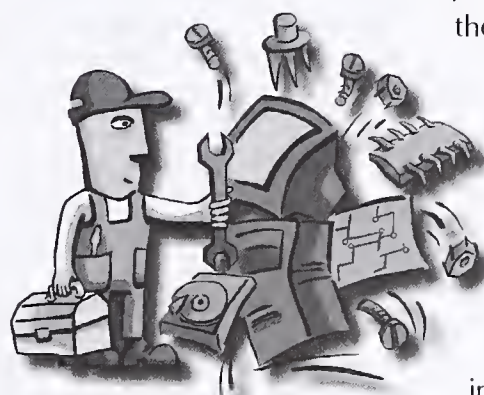
The site will soon be expanded with information on all of ITD's active projects.

The driving force behind this initiative is the need to improve communications and knowledge sharing between ITD customers and ITD staff. Plans, milestones, deliverables, project team members, meeting notes, and outstanding issues will all be available, quickly and easily. Keep your eye on www.itd.state.ma.us!

RATIONAL UNIFIED PROCESS IMPLEMENTATION

The Enterprise Applications Bureau has begun a project to implement a new development methodology – the Rational Unified Process (RUP) – and the suite of tools from Rational Software that will automate and integrate most of the development process.

The Central Business Directory project was selected as the best candidate for a pilot and will use RUP and the Rational suite of tools from start to finish. Each deliverable will be reviewed and discussed in committee meetings and used as examples for standards and policy development across EAB. The HR/CMS group used the automated testing tools to test the creation of W-2s for this year and had good success. They developed a manual for installing and using the testing tools and this will be a big help in future implementations.



The pilot goal is to bring the first phase of the Central Business Directory project through the entire Rational life cycle by the end of the fiscal year and to also implement Rational's

ClearCase (configuration management) and ClearQuest (issue/enhancement tracking) for use by all projects teams in EAB within the next few months. For more information on this effort feel free to contact Corinne Steele, the director of EAB's Project Office, at 671-626-4499 or Corinne.steele@state.ma.us.

shop on the Internet, allowing those interested in Teaching in Massachusetts (both teachers and administrators) to access DOE services around the clock.

The overall ELAR effort will include reaching out to potential educators, encouraging them to stay in Massachusetts and enhancing the prospective or current educators' abilities to meet Commonwealth licensure regulations. Recruitment is the central component of this effort. ELAR will also translate complex regulations into simple licensure options. It will provide pre-application support to prospective educators and will assist educators in their employment search efforts.

In particular, the new ELAR Home Page will provide a number of resources to users, including:

BECOMING AN EDUCATOR

From scholarships and signing bonuses to teacher testing and training programs, users can learn how to become a Massachusetts Educator. On-line help and links to a variety of resources will also be provided. DOE will proactively reach out to potential educators and direct them to a variety of resources available in the Commonwealth to become an educator.

LICENSURE

Users can apply or renew a license with the assistance of on-line help. The new web site will ease applicants through the process and clearly describe the requirements for each type of license. Applications will also be processed on-line with electronic verification of some requirements (e.g., test results, degrees conferred by Massachusetts' public colleges, etc.), reducing turnaround time. Additionally, leveraging the E-Government's E-payment application, users will be able to pay on-line.

CAREER ADVANCEMENT

Users can further their careers through the use of professional development and support programs. They will also be able to search through employment opportunities listed on-line.

CLASSROOM SUPPORT

This portion of the web page will offer teaching aids and educational resources, from curriculum frameworks to grant information.

February marked a milestone for the project when ELAR's Internet Site Release #1 occurred. This release included the new Educator Home Page, which provides a single entry point for resources and Licensure Help—On-Line. The help facility is available for individuals interested in becoming an educator in the Commonwealth and is focused on first-time applicants. It also provides an easy avenue to exchange e-mails with questions about becoming an educator. Future releases will include the on-line licensure functions and integration with other Commonwealth agencies.

For more information regarding ELAR, please visit the new web site at <http://www.doe.mass.edu/educators/> or contact Michael Schwartz, Director of the Educator Licensing and Recruitment Initiative, at the Department of Education at (781) 338-3320 or on-line at mschwartz@doe.mass.edu.

Continued From Page 1, **WORKFORCE TRAINING FUND EXPRESS CREATES
SMALL BUSINESS OPPORTUNITIES**

companies become aware of the Express program.

The pre-approved training providers, training courses and their costs are provided on the Workforce Training Fund Express web site at <http://www.detma.org/workforce/Programs/express.htm>. The site also features frequently asked questions and the online application.

Jean Fraser Tisdale, the coordinator for the Workforce Training Fund on-line projects for DET, noted that for all of those companies that have applied on-line, all but one have been approved for grants. "The application is set up to prevent applicants from entering incorrect information. It does a lot of vetting out before the application is actually submitted," she said.

Ms. Tisdale said the Express application was designed to respond to concerns of the small business community, who were looking for a faster and simpler way to obtain training services. Working with Delloitte Consulting, DET developed the new on-line application and migrated all data from the Workforce Training Fund General Program, (almost 3 years worth of information) in less than six months last year. Now that the application is up and running, new features are being added that will allow training providers to add and upgrade existing courses electronically. The new web application should be available at <http://web.detma.org/provider/prl.asp> by the time this issue of the ITD Bulletin goes to print.

rate with a computer keystroke, that information is instantly available to waiting local officials, anxious to issue tax bills before statutory deadlines.

ENTERPRISE-WIDE SHARED SERVICES

A workable authentication program, one that meets appropriate risk level and ease of use requirements, is key to growth of on-line applications between local governments and DLS. Since DLS' conversion efforts began, the administration has implemented the Mass.Gov initiative, creating a single Portal for interaction between state government and its customers. Part of that initiative is providing shared services for all state agencies using the Portal, such as Internet security and authentication. DLS and ISO have, therefore, submitted their basic requirements and implementation ideas to Mass.Gov staff and consultants.

When an authentication approach is agreed upon and programmed, the DOR will develop and test some relatively simple applications in cooperation and consultation with local officials. Building on that foundation, DLS will hope to rapidly expand the two-way functionality of secure Internet applications to make local submissions, inquiries, support requests, and computer-based training readily available anytime, anywhere.

The shared services of Mass.Gov — i.e., security and Geographic Information Systems (GIS) — point the way toward a new model of collaboration and "enterprise" development. Just as it makes little sense to have different state agencies each research, develop, and staff their own authentication, authorization, and firewall programs, neither does it make sense to have 351 or more jurisdictions re-invent these security wheels. If shared state services extend to state-local applications serving local governments, such things as central state-local authentication and email directories become possible, with powerful incentives for participation and expansion. A community of valuable connections is

created that expands of its own accord. The alternative, hundreds of individual authentication schemes and email directories, has limited value only within each small island of local or agency processing. What works for security also works for other shared services.

A LOOK TO THE FUTURE

It is possible to project two alternative futures for state-local information technology in Massachusetts.

The first alternative is based on current usage — isolated islands of technical competency and innovation among 351 cities and towns and various state agencies, with each island re-inventing applications, methods, and technical staffing. Most local governments are left behind as technology advances because they are too small to purchase solutions or hire necessary staff. Home rule traditions in this future are obstacles to managerial improvements based on technology tools. High tech tools are limited to larger, wealthier communities.

The second and preferred alternative is based on the enterprise-based vision of Mass.Gov — the Commonwealth pursues Internet-based strategies to network local and state officials with shared services (security, GIS), directories, and applications. The cost of advanced staffing or services is shared among many smaller communities either by piggybacking on state initiatives or by undertaking joint Application Service Provider (ASP) computing arrangements. Shared technology in this future strengthens home rule traditions by providing new technologies designed for non-technical local officials to all communities, regardless of size or location.

While the Division of Local Services cannot effect such centralized services or applications on its own, it does intend to follow a technology strategy that will most benefit its customers, city and town officials, over the next few decades.

CTR has widened the scope of current Intercept functionality of the Billing and Accounts Receivable Sub-System (BARS) of MMARS by extending intercept to the Commonwealth's institutions of higher education. This initiative has gone live in December of 2001 with 11 schools and the Board of Higher Education participating. CTR has accepted over \$8 million in debt files and collected over \$300,000 on their behalf during the first half of this tax season.

CTR is proposing to change legislation to collect debt on behalf of political subdivisions of the Commonwealth that do not use MMARS. The Intercept system was built to provide the ability to accept debt from public authorities and political subdivisions.

PAYINFO

PayInfo is an application designed to provide Commonwealth employees with Payroll remittance from either the agencies payroll office printing in-house or

via the web 24 by 7 securely. This initiative is not only intended to provide employees with payroll remittance information at their convenience but is also intended to ultimately save the Commonwealth money by eliminating the need for departments to commute into Boston and pick up payroll advices and further sort and distribute to employees.

It is important to note that Commonwealth has worked diligently with employees and their Unions to ensure that privacy of the payroll information as well as good security measures are in place. The project supports federal and state initiatives to eliminate paperwork whenever possible and addresses the Government to Employee EGov goal.

CTR will be making this application available to all Commonwealth employees in 2002.

INFORMATION TECHNOLOGY DIVISION

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ITD's Strategic Planning Group, Val Asbedian Director, publishes this quarterly Information Technology Bulletin. One of the SPC's tasks is to act as a clearinghouse for IT information. This publication furthers that goal. Please send correspondence to Managing Editor, Elaine Socha, the Information Technology Bulletin, Room 801, One Ashburton Place, Boston, MA 02108

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A MESSAGE FROM THE CIO

What a difference a year makes — or even 6 months for that matter. We are all facing probably the worst operating budget pressures we have seen in ten years. It is causing all of us to view our business processes with a much more critical eye. Do we really need to be in this business? Can someone else do it better? Is this process critical to our success? Questions such as these are being considered by all of us. The answers are not easy and, with a back-drop of the worst yet to come, the decision process is growing rather sharp.

When IT Bond III passes (as of this writing it has passed both houses and is headed for conference), the process for project funding has to be much more centered around a business ROI. The Investment Brief process will provide a forum where an agency CIO and other Senior Managers can identify, quantify and optimize the business value of the proposed IT investment. This will not be easy, but it is probably the same sort of process you have undertaken to deal with the budget reductions. Along those lines, Comptroller Martin Benision has retained Public Consulting Group (PCG) to produce the Revenue Optimization Feasibility Study. The purpose is to re-energize the Commonwealth's efforts at identifying and pursuing the collection of non-tax revenue. The Mass.Gov Portal, with the various shared services, offers many opportunities especially with subscription services. There are many examples of these opportunities; I urge you to take advantage of them as they would fit rather nicely into the investment brief evaluation process.

David Lewis

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Information Technology

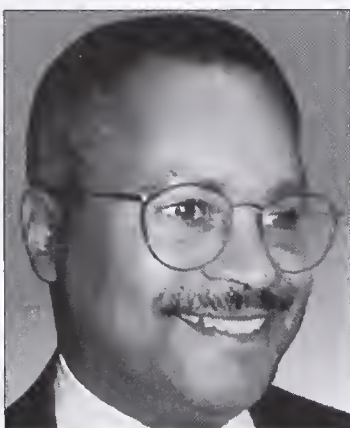
A News Bulletin From The Executive Office For Administration & Finance, Information Technology Division

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SECRETARY GITTENS FOCUSES ON EOHHS LAUNCH OF MASSCARES



Robert P. Gittens assumed direction of the Executive Office of Health and Human Services (EOHHS) on October 5, 2001. EOHHS, the largest and most diverse state secretariat in Massachusetts with 15 agencies, has a budget of nearly \$9 billion and employs more than 28,000 people. As Secretary of EOHHS, Gittens is a member of the Cabinet of Governor Jane Swift and serves as the Governor's chief policy advisor on all health and human services issues.

Secretary Gittens' priorities include the delivery of high-quality, cost-effective healthcare and expanded and enhanced mental health services for children. Secretary Gittens also looks to work with local officials, schools and community-based organizations to stem the corrosive effects that domestic violence and substance abuse have on families in Massachusetts.

In addition, a top priority of the Secretary has been to further the development of MassCARES (Massachusetts Confidential Access to Resources through an Electronic Storehouse) — a technology-based initiative that brings resources such as health insurance and child care to areas where those services are most in need. EOHHS is preparing to launch this new technology and the

Secretary envisions that it will forever change the way in which Government goes about the business of delivering these services.

MassCARES builds upon a decade of successes in which Massachusetts has utilized collaborative, database strategies to implement the most dramatic reduction in youth homicide in the country, the sharpest reduction of uninsured children, and expansion of after-school programming. The five elements of the MassCARES strategy include a process to:

1. Analyze data more accurately
2. Share information across agencies and levels of government
3. Target strategies for better delivery of services
4. Collaborate and leverage resources
5. Track and monitor results

With the development of MassCARES, EOHHS is formalizing a system, utilizing this five-pronged strategy that will be able to identify risk factors for childhood well-being; target services and resources to support children and families; and track the effectiveness of these services over time. In addition to its use by EOHHS agencies, MassCARES will also be a resource accessible to individual communities, affording them an opportunity to similarly target additional resources for those most at risk of negative outcomes.

MassCARES runs on Microsoft's Windows Platform and will leverage the .Net Enterprise servers, which consist of three main components itemized below that combine to make the above five advances possible. The Central Information Storehouse (CIS) represents the foundation of the MassCARES model. The CIS is a single database, which provides a central, unduplicated count of the 1.2 million consumers EOHHS serves. EOHHS, the largest secretariat in Massachusetts, provides a vast array of services including health care, childcare, substance abuse services, domestic violence services, early education programs, and a wide range of protective and social services. The CIS database currently consists of basic demographic information

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FY03 INVESTMENT BRIEF PROCESS UNDERWAY

In anticipation of legislative passage of IT Bond III, agencies have been busy working up ITD Investment Briefs to request FY03 IT bond funds for their projects. The "Call for Investment Briefs" was issued by the Commonwealth of Massachusetts Chief Information Officer David Lewis in early May 2002. The priorities for FY03 IT bond funding include:

- Continuing the E-Government initiative and projects currently underway;
- Applications or business solutions that encompass cross agency collaboration;
- Migration to Commonwealth standards;
- Outward facing projects (i.e., those projects where the user is a citizen, business or municipality);
- Applications or business solutions that will generate new revenue or enhance existing revenue streams;
- Applications or solutions that provide the agency with a business return or a Return on Investment (ROI).

Modifications have been made to the Investment Brief to support the above goals as well as to comply with the Comptroller's policy on Interdepartmental Service Agreements. These changes include:

1. Expanded economic business case information;
2. Incremental funding associated with project phase;
3. Instituting new monthly reporting requirement.

The economic business case section of the Investment Brief has been expanded to include data that enables ITD to improve its analysis on the economics of the project. It has been modified to include enhanced one-time development costs; an expanded section on on-going (i.e., operational) costs; and a new section on "Measurement of Estimated Benefits". This section includes new revenues that may result from the project, estimated efficiency gains, and avoided costs. The total estimated development and operational costs can then be subtracted from the total estimated benefits to arrive at a net benefit.

For large and complex projects, where much discovery and analysis takes place prior to a final design, the project will be approved on a project phase basis. For example, if a new application is proposed and ITD feels that it has merit but it is a large, complex, collaborative effort, ITD will first fund the front-end work (i.e. project plan, or needs/requirements analysis). Upon successful completion of these steps, the project will be reevaluated for continuation. If successful in the re-evaluation, the next phase of the project funding can be requested and the project will move forward. This approach ensures that ITD has appropriate oversight control.

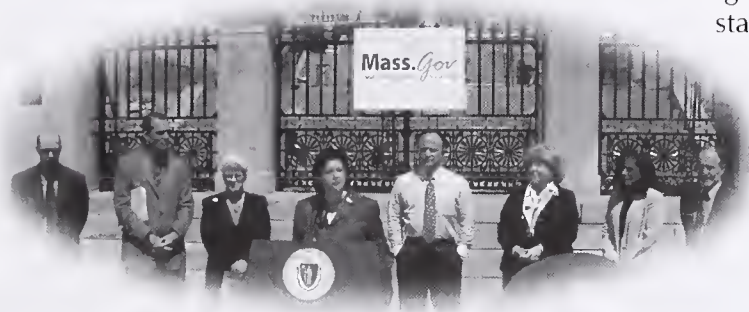
A new "Monthly Project Status" report will be required for any project receiving IT bond funds. The status report will initially be emailed to the project contact by the SPG analyst responsible for oversight of the agency. Pre-populated information will include: General information (project number and title, sponsor name, agency, etc.) and current fiscal status. The agency will complete sections that identify: Tasks or activities completed for the month; Cost & schedule update; Planned activities for the next month; Risks or concerns the agency may have. The status report is then emailed back to the SPG analyst.

Copies of the new Investment Brief and its associated instructions can be found at the following website: www.state.ma.us/itd/forms.htm.

GOVERNOR SWIFT LAUNCHES MASS.GOV

MASS.GOV OFFICIAL LAUNCH

Governor Jane Swift officially launched the Mass.Gov portal at a press conference on May 8th on the front steps of the State House. Governor Swift recognized the portal as an example of how Massachusetts continues to demonstrate its leadership in using technology. She stated that the portal improves access to government information and services, enhances the level of service and saves customers' time, while increasing the efficiency of state government.



Bob Nevins, Mass.Gov Director; Harry Spence, Commissioner of DSS; Mayor Dorothy Kelly Gay of Somerville; Governor Jane Swift; Steve Crosby, Governor's Chief of Staff; Elizabeth Ames, Director of the Department of Economic Development; Kim Hinden, Registrar of Motor Vehicles; David Lewis, Commonwealth CIO.

Governor Swift invited three speakers to join her in announcing Mass.Gov. Harry Spence, Commissioner of DSS, Mayor Dorothy Kelly Gay of Somerville, and Kim Hinden, Registrar, RMV. Each highlighted the benefits of Mass.Gov for their particular customers and reiterated that Mass.Gov is the single doorway through which citizens can reach all information and services provided by the Commonwealth.

Governor Swift encouraged the public to go to Mass.Gov to see the breadth of information available and how easy it is to find what they need. Customers who go to www.Mass.Gov will find a fabulous weekend getaway contest which runs to the end of May. The contest offers great giveaways from hotels, restaurants, attractions and shops throughout the Commonwealth.

A demonstration area will be available to the public for hands-on access in Doric Hall at the State House until June 8, 2002.

Numerous promotional activities are underway, or being planned with agencies, to put Mass.Gov in the forefront of the public's mind. Mass.Gov was featured in three April 8th Information Week stories:

- "Massachusetts E-Renaissance," about the Mass.Gov Portal in general: <http://www.informationweek.com/story/IWK20020404S0011>

- "Multitude of Levies, One Payment," about the joint DOR/DET application, Web File for Employers: <http://www.informationweek.com/story/IWK20020404S0010>
- "Portals Do Their Civic Duty," about various state portals including Mass.Gov: <http://www.informationweek.com/story/IWK20020404S0013>

The link to the launch press release is available on News and Updates at www.Mass.Gov/news.

In concert with the press conference, Mass.Gov banners were prominently displayed on the State House in Boston, at UMass Medical in Worcester and on the state building in Springfield. Along with the Mass.Gov logo, the banner presents the tag line, *Your Government, Your Way*, representing the goal of the portal: to give customers flexible access to government services at their convenience.

Most agencies have started putting the URL www.Mass.Gov on all types of communications, from letterhead, business cards, and email signatures to ads, brochures and mailings. As customers start coming to Mass.Gov, they will become aware of the breadth of information the Commonwealth offers, and will start using information and services of which they were previously unaware.

Over the coming months, the Mass.Gov office and various agencies will host several press events to reach specific customer groups. We are hoping for news coverage about how customers can use Mass.Gov to:

1. Get ideas for summer activities
2. Find out about family topics, including adoption and child care
3. Make it easier to do business in the Commonwealth

According to Mass.Gov Director, Bob Nevins, now that all of the originally planned intentions have been implemented, the hot things in Mass.Gov development include: implementing the shared services, integrating agency web sites into the Portal, and enhancing the business aspects of the Portal. Integrating agency web sites into the Portal continues below. The shared services are addressed in the following stories about security, epayments, GIS, the central business directory, and help desk services. Enhancing the business aspects of the Portal will be addressed in a future issue of the IT Bulletin.

Continued On Page 11

MASS.GOV SHARED SERVICES: SECURITY

The Mass.Gov Security Shared Service (abbreviated as "S3"), directed by Jeff Flannery, provides security for users and applications within the Mass.Gov Portal. Implementation of a shared service allows for a uniform interface, both for users of the Portal, and for application developers. "Single sign-on" will enable users to identify themselves once to establish the credentials that will permit secure and private transactions with multiple Commonwealth agencies and applications. It also allows agencies to avoid maintaining individual lists of authenticated users, their passwords, and logon procedures.

ITD's Enterprise Security Management unit has been working with the Enterprise Security Board, comprised of CIOs of agencies across the three branches of state government, to define common requirements and evaluate proposed technology. KPMG Risk Management has been hired to implement the S3 infrastructure, using Netegrity's SiteMinder product. A team of KPMG, Netegrity, and ITD staff has studied requirements of current and future Portal applications, designed the implementation, and is currently integrating the service with applications of three agencies. Traditional "UserID and Password" credentials meet the security requirements of the current applications. However, S3 will accommodate stronger challenge of credentials, such as possession of a SmartCard, an authenticated Digital Certificate, or even biometric measurements.

Future applications will be able to share a common directory of authenticated users. Through shared administration (allowing each agency to identify users which it specifically authorizes), it will be possible to cooperate in serving citizens and businesses. Full use of this service will require design "from the bottom up". However, to provide for migration of existing, agency-kept user directories into a common S3 directory, custom programming will challenge Portal users for their pre-existing application UserID and Password on the first access to the application. Meeting this challenge once will allow a user to use only Portal credentials in the future.

Three applications for early implementation were selected after evaluating the needs of the 12 initiatives identified in the EGov Strategic Plan. The implementation stage of each project matched the schedule of S3, to permit joint experience with shared security. These projects and their use of S3 have now been implemented.

DOR Child Support Enforcement:

The Department of Revenue's eCSE project assists the Child Support Enforcement unit in serving custodial and non-custodial parents over the Internet. This project supplements telephone and paper transactions, by permitting clients with access to an Internet web browser to report and query information about their specific CSE case.

DHCD Municipal eFile:

Housing and Community Development already receives several report filings electronically. A new legislative requirement that affordable housing statistics be reported by communities and maintained by DHCD led to this web server application. As municipal officials login with previously issued passwords, their credentials become part of the S3 directory of user authentication.

OSD Uniform Financial Reporting:

The Commonwealth, through the Operational Services Division, requires that non-profit providers of services make regular financial reports. A web server application has been created to receive and keep these reports. S3 will keep the credentials of reporting organizations, and authenticate their web transactions.

While using the convenient S3 designation, users will not lose sight of the fact that this is all about security. However, once designed, procured and implemented, the Security Shared Service is available to all Mass.Gov applications requiring security.

MASS.GOV SHARED SERVICES: COMMON HELP

CommonHelp took on a new and exciting support role for Mass.Gov in December of 2001. Mass.Gov Portal users, including the citizens of the Commonwealth, have been sending their inquiries into CommonHelp for assistance.

CommonHelp's role is to act as the portal and navigate the customer to the appropriate department/support group for responses. The customer will be given the following information as appropriate:

- Guidance on how to navigate the portal to locate their answer;
- Contact information for the department that can respond to their specific question;
- Assurance that any technical problem, such as an invalid link, will be resolved promptly.

Over the past four months, more than 2,200 inquiries have been reported and responded to. CommonHelp has answered 90% of these questions; the other 10% have been sent to agencies or technical groups within ITD. They have assisted users in finding information on how to start a business, Massachusetts history for 5th grade projects, getting licensed for a pet sitting business, and have even helped some people in Florida realize that the capital of Massachusetts is Boston – not Cambridge!

The CommonHelp team is committed to working with agencies to ensure that customers are given timely and accurate information.

MASS.GOV SHARED SERVICES: ePAYMENTS

With the advent of Mass.Gov, the Commonwealth's Information Technology Division (ITD) identified an urgent need to simplify and streamline the process of equipping Commonwealth departments with credit card processing and other ePayment capabilities.

As the new Portal was being developed a particular area of concern was that there was no central system infrastructure in place to support implementation of ePayment capabilities at the department level. Previously, departments who chose to offer ePayment services to customers had to independently, or in partnership with other departments, research, develop, test, implement and maintain the infrastructure, vendor relationships and suite of applications required to support this end-to-end capability. Departments found that doing so was costly and time consuming and resulted in the duplication of efforts and infrastructure components across the Commonwealth. Despite these difficulties, many departments were choosing to make this investment in response to increasing customer demands for ePayment options. The result was a conglomeration of independently operating networks involving multiple proprietary connections.

To mitigate these problems and encourage the expansion of ePayment capabilities for all Commonwealth departments, ITD in collaboration with the Office of the State Comptroller (OSC), developed a shared service to provide back-end ePayment processing for all departments who wish to subscribe. According to ITD's vision document for the project, the goal of a shared ePayment processing service was to "achieve economies of scale by providing enterprise-wide, standardized architectures that manage online payment and routing of funds for a variety of government transactions."

The result of this vision is the *ePayments Shared Service (ePaySS)*, a centralized service for the Commonwealth to process electronic payments. With the advent of ePaySS, departmental applications that have a payment collection component can now plug into a standard interface with minimal work for the business application programmer. ePaySS is designed to perform core payment processing functions for credit card and non-pin debit card payments that are collected through subscribing departments' web applications and submitted to the shared service. Payments are currently accepted from subscribing departments for credit cards and non-pin debit cards via the web. The payment processing functions offered by ePaySS are:

- Authorize a payment
- Capture a payment for settlement
- Cancel a payment
- Settle authorized payments

ITD's long-term vision is to equip the application to take any type of ePayment (echecks, smart cards, ACH, etc.) from any source (web, IVR, POS terminals, main-frame, etc.). In fact, ITD has plans to implement ACH/Debit via the web this summer.

There are many benefits for Departments who choose to integrate with ePaySS. These benefits include:

Cost Savings and Resource Availability - Departments who participate in the shared service will be able to offer their customers the convenience of different payment mechanisms without the staff time and costs associated with the introduction or expansion of their ePayment capabilities.

Rapid ePayment Implementation - The availability of a shared service that departments can "plug into" should significantly reduce timelines for implementing or expanding ePayment capabilities. In addition the shared service provides a readily available technical infrastructure complete with administration and reporting functionality.

Expanded ePayment Options - The shared service affords individual departments more flexibility to collect payments from customers in ways that meet both department and customer needs.

Mitigated Impact of Industry and Vendor Changes - By eliminating the number of proprietary connections between departments and vendors, the shared service will buffer departments from vendor modifications and upgrades. Given the amount of flux in the ePayment industry this could save departments considerable time and money.

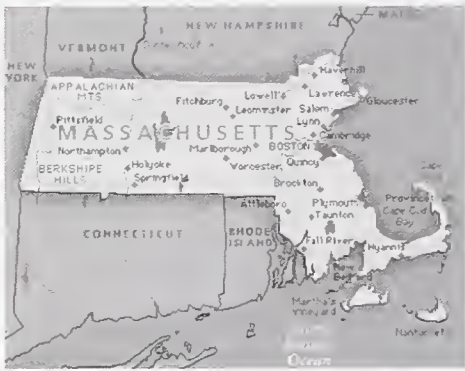
Streamlined Reconciliation and Reporting - Reconciliation and reporting are critical steps in the end-to-end ePayment process. The ePaySS greatly facilitates and streamlines these activities by providing online access to detailed transaction reports.

MMARS INTEGRATION

For participating departments, a very important piece of ePaySS is that it integrates with MMARS (the state's accounting system). EPaySS includes a transaction that accepts accounting data from the department application, as well as submitting the accounting data to MMARS.

For information about how to enroll for the ePaySS and more information about the short and long term goals of the ePayments Shared Service, readers can visit ITD's web site at <http://www.state.ma.us/itd/services.htm>.

MASS.GOV SHARED SERVICES: GIS



The Mass.Gov Portal provides citizens and businesses with easy access to information and services by organizing information according to customers' needs and intentions. The use of GIS (Geographical Information System) was identified early on as a key infrastructure component for the E-Government initiative, because an interactive mapping application is

a very intuitive and exciting way for users to access information.

What is the GIS shared service? Simply put, the shared service is comprised of a GIS data warehouse and an Internet map server. The GIS data warehouse stores a detailed base map as well as a huge variety of features that might be needed for a particular application. For example, the data warehouse includes roads and town boundaries, which would almost always be shown, and other data layers which would be included as required in a customized map application; these include state facilities, Municipal zoning, MBTA or commuter rail lines and state parks or recreational areas. The web server uses standard XML interface to provide the customized map that a web developer is interested in including on the page. Any web developer with a good knowledge of standard scripting techniques can use the shared service interface to present highly customized and detailed maps on their web pages.

As a proof of concept, two mapping applications have already been developed by MassGIS utilizing the GIS shared service. The first application, which displays the state's new legislative boundaries by community, will be integrated with the Mass.Gov Portal and available in early July. This application demonstrates the power of GIS by employing the shared service with a relatively simple data set: legislative boundaries; it fits nicely into the Portal's "Your Government – Elected Officials" intention. Users will be able to select by town, district, zip code or by Legislature and generate highly detailed maps through their browser that geographically depict the legislative boundaries in the selected and surrounding communities. Full zooming and panning functionality will be included in the maps presented on the users' browsers.

The second mapping application is a community build out analysis application. A 'build-out analysis' consists of a series of four or five GIS maps that show land available for development and how it is zoned in order to quantify the total development possible in a particular community based upon existing local zoning. This is an invaluable tool for community and regional planners, and a good illustration of how GIS can provide services for cities and towns. Visit EOE's Community Preservation web page at <http://141.154.98.52/#>.

A GIS Advisory Board is in the process of being assembled from state agencies, cities and towns, and regional planners to help market and develop future strategies for the GIS shared service.

The Mass.Gov Team and MassGIS are in the process of developing other mapping applications as part of their goal of having a strong GIS presence on the Portal. The Mass.Gov team and MassGIS believe that the portal is a logical place to present maps that contain data layers from across state agencies, and to present the maps in a consistent and convenient format for users. Regardless of where GIS shared service applications are featured – through the Mass.Gov Portal, e-Gov applications, agency or city and town web sites – the potential is enormous. For instance, a citizen looking at a list of hazardous waste sites published by DEP is one thing; seeing all hazardous sites within 10 miles of their home displayed on a map with a couple clicks of the mouse is quite another.

That is the power of the GIS shared service – to transform vital information and data and serve it to citizens and business partners in a meaningful way. And to provide this service – customized maps – to the users' browser at the click of a mouse at a time and place of their choosing.

MASS.GOV SHARED SERVICES: CENTRAL BUSINESS DIRECTORY

Businesses comprise an important segment of the Commonwealth customer base. These constituents have both legal and incentive-based reasons for interacting with Commonwealth departments. Depending on the type of business, these interactions may involve ongoing exchanges with multiple departments on a yearly, quarterly, monthly or more frequent basis to satisfy state requirements, or they may involve more intermittent service-based transactions. Navigating through these interactions is not always an easy task.

Currently, the existing decentralized Commonwealth online application infrastructure is comprised of numerous independent department processes and business directories — each with unique requirements, data definitions and interfaces to the business community. This decentralized infrastructure will become increasingly difficult to manage as the number of online applications implemented across the Commonwealth grows.

For example an incorporated catering company, with employees, that occasionally caters Commonwealth department functions would need to complete up to five different activities. For each activity, the department completing the transaction would require the business to submit key identifying data elements to confirm its identity and establish a business profile in that department's system. In the current decentralized operating environment, providing five departments with access to business profile information means providing the same information to the Commonwealth five different times. In order to gain entry to five departments' secure online applications, a given business is required to complete five separate approval processes and receive five different sets of credentials (username, password).

To address these problems, ITD is developing a Central Business Directory (CBD) that will:

- Enable single-sign-on and central user administration for business users of department online applications that are integrated with the Security Shared Service,
- Eliminate the need for businesses to submit the same profile information and updates separately to multiple commonwealth departments, then have those departments separately process and store that information, and
- Provide departments with streamlined access to more accurate up-to-date information about businesses.

The CBD is envisioned as a shared repository of key business profile data (such as business legal name, business legal address, TIN, etc.) integrated with a central business registration application/process and interfacing with the Security Shared Service and multiple

department applications. This will provide a shared source of accurate, up to date information about clients doing business with the Commonwealth online. The shared source will help streamline the process of collecting, validating, storing and maintaining business data; increase department access to accurate, up-to-date business data; and facilitate single sign-on for business users.

When fully implemented, CBD will also create a number of additional benefits, such as:

- **Presenting a single face of government to businesses.** Businesses will have access to a single launching point from which they can accomplish multiple tasks with different agencies online.
- **Improving customer service, access and efficiency.** Superior customer service, access and efficiency will lead to greater utilization of programs and services that the State has invested resources to provide.
- **Providing a single point-of-contact for information access by departments and updates by business customers.** Multiple departments who require the same data will be able to access this data from a shared, trusted source, rather than having to independently collect, verify, store and maintain it. Similarly, businesses who wish to inform departments of changes to their core business profile will be able to submit these changes to the Commonwealth once and be confident that departments who require that information will be aware of the changes.

Phase 1 of the CBD is scheduled for implementation over the summer. For participating departments, this phase will enable authentication of business users of Commonwealth departments' online applications via the Security Shared Service. For business-to-government clients, Phase 1 of the CBD will help facilitate single sign-on for business users and will establish the tax identification number (TIN) as the common Massachusetts business identifier.

The long term vision of CBD includes the reduction of duplication and inconsistencies in business data stored and used by multiple Commonwealth departments. The facilitation of sharing non-confidential business data among multiple Commonwealth departments will also be included. Business to Government clients will be provided a central business registration and a central change of address function (and other business data updates).

COMPLETED IT BOND II PROJECTS WIN AWARDS: MILITARY RECORDS AUTOMATION



Joseph Wolfgang, Chief Financial Officer; Master Sergeant Douglas Murray; Dan Furbush, President, The IDP Companies; Brigadier General George W. Keefe, Adjutant General, MA NG; Major John Debardeleben; Col. Paul Desforges; Assistant Adjutant General, Dick Dowdell, Senior Government Relations and Project Manager]

The Association for Information and Image Management (AIIM) awarded its prestigious Channel Connection Award, co-sponsored by Business Solutions Magazine, for IDP's innovative solution for the Massachusetts National Guard's War Records Office.

The Massachusetts National Guard's War Records Office keeps records of veteran service dating back to World War II for the Commonwealth of Massachusetts. The Military Records division is responsible for managing the military service records and providing access to this information upon request. Because the records were stored in multiple formats such as greenbar reports, index cards, microfilm, and paper, one request for information could take three hours to process. Personnel cuts over the years created pressure in keeping up with requests and queries in a timely manner. Negative feedback was received from veteran's agents, the public, and legislators.

The National Guard implemented IDP's INFOtrieve software suite to scan, index, and archive all old and new records. In Boston, all military veteran service and discharge records are now available electronically for retrieval. The request for information about an individual is as simple as executing a query and displaying the results. As images and data, they can be leveraged to provide information to other agencies as well as enhancing the service level to the constituency. Reporting capabilities such as lists or counts of the number of veterans who served in World War II from a particular city or town now take seconds to complete where before it was virtually impossible to do. Now, they are able to:

- Decrease time spent searching for misfiled or lost forms;
- Automatically populate forms requested by veterans, funeral directors, or other agencies;
- Instantly retrieve data; and
- Generate lists of veterans for planning war memorials or other uses.

"Our nation owes a great debt of gratitude to our veterans," said Dan Furbush, IDP's President. "We are proud to have worked with the Massachusetts National Guard to help make the lives of veterans and the agencies they interact with a little easier."

INFOtrieve™ is an award-winning application that manages the convergence of information from multiple sources, and provides for the coexistence and secure storage of both paper and digitized documents. IDP's e-forms and workflow automation software modules enable organizations to construct an overall strategy for managing documents of all types.

COMPLETED IT BOND II PROJECTS WIN AWARDS: INTERCEPT ON THE INTERNET



The National Association of State Comptrollers has given its Award for Outstanding Projects in State Financial Management for 2002 to the Massachusetts Office of the State Comptroller's Intercept on the Internet project. Recent enhancements to Project Intercept include its web enablement for institutions of Higher Education and summary receivables and the ability to expand Intercept services to include the Massachusetts cities and towns and authorities.

Intercept is an automated process that matches eligible payments to delinquent debt for individuals and organizations that function both as vendors and payees of the state.

Matched payments offset the debt, either in whole or in part, until the debt is retired. Automated intercept functionality is a fully integrated component of the state's Billing and Accounts Receivable System and was initiated in FY1995. Since that time, over \$25M in intercepts to relieve state debt have been achieved through offsets to the state's warranted payments and through cooperation with the Department of Revenue to the income tax refund systems. This subsystem is a component of the state's character based, mainframe legacy system.

In FY 2001, the Office of the Comptroller and its partners initiated an enhancement project to permit state agencies that are not using statewide billing functionality, to send files of delinquent debt to the intercept program. System modifications permit any authorized debt source to transmit to the intercept program debt files meeting stringent business requirements for notice dunning and due process for match against any authorized payment source. In order to maximize the scalability of the enhanced system, an Internet application was developed through which departments can transmit debt files and receive daily updates on successful intercepts. Data transmission occurs in a secure environment using Virtual Private Network (VPN) technology.

A pilot of the multi-jurisdictional intercept project was implemented in state-funded institutions of higher education. Matches against Commonwealth payments yielded \$740K in intercepts against debt files for delinquent tuition and loans.

In these times of declining revenue, the secondary objective was to design a system that would enable the Commonwealth to provide this debt collection service to cities and towns and authorities at minimal cost. The Comptroller is pursuing legislative authority to allow this non-cash benefit to political subdivisions.

COMPLETED IT BOND II PROJECTS WIN AWARDS: NSCC'S PYRAMID PROJECT



NSCC team presenters at the Bellweather Conference included Academic Assistant Dean Dr. Sbaratta, CFO Janice Forsstrom and CIO Gary Ham

An ITD sponsored project made it to the last round of the prestigious Bellwether Awards this year. Finalists, including North Shore Community College, made their presentations at the 2002 Community College Futures Assembly at the University of Florida Institute of Higher Education.

The Bellwether Awards were established to recognize outstanding and innovative programs that are

leading colleges in the 21st Century. The Institute of Higher Education issued a call for nominations and 30 Bellwether Finalist colleges were competitively chosen from the applicants. Ten finalists were selected in the categories of *Instructional Programs and Services*; *Planning, Governance and Finance*; and *Workforce Development*.

The Instructional Programs and Services category recognizes programs and services that foster or support teaching and learning in the community college. NSCC was selected as a finalist in this category for its "Pyramid Project". Part of NSCC's entry project (open access web-site, part of portal integration, and course redesign) was funded by an ITD competitive bond grant.

The Pyramid Project details a path and building blocks to institutional and academic transformation through the utilization of technology. The core of the transformation was development of a true portal that dynamically updates all systems based on activity in NSCC's administrative system. This fully integrated and scalable solution forms the basis for web-based college support services, including student services, faculty services and resources to support the increasingly complex world of teaching and learning.

Over the last year, NSCC has introduced several "building blocks" of the Pyramid: Selection of a Web course authoring tool (Learning Management System); Implementation of the Campus Pipeline integrated campus portal; Implementation of Web for Student (including online registration and bill payment) and Web for Faculty and Advisors (online class lists and grades) modules of SCT Banner administrative system; faculty development of online courses and Web-supported courses; migration toward a wireless environment; and internal hosting and 24/7 services.

The college's portal implementation has begun to break down some of the barriers that prevented many users

from making use of technology. One user name and one password provide entry for students and faculty to all of the web-based services. Access to services is role-based. Most important, the impact on College culture has been significant. Faculty and staff understand the changing needs of their student population. They reached a consensus on developing a more learning-centered community through technologically integrated applications. NSCC's primary constituents, its students now have access to convenient, robust services without the obligation to visit campus offices.

NSCC's road to achieving its goals is documented at the "Pyramid" web-site located at <http://pyramid.nsc.mass.edu> and thus, the Pyramid Project is not only an historical record of NSCC's transformation, but also an open-access Web site, which offers a one-stop guide of how-to's, best practices, project documents, and lessons learned during NSCC's technological metamorphosis for colleges to adapt, modify, or replicate. While the magnificent Pyramids at Giza stand frozen in time, NSCC's Pyramid Project is merely a click away.

The ITD Investment Brief proposal, which was approved by the Board of Higher Education and ITD and funded last Spring, provided for the completion of a demonstration project in line with the Board of Higher Education's Information Technology Plan, which shows how increased investment in technology can significantly improve the quality and delivery of teaching and learning in public higher education. This included completing a Higher Education virtual campus, offering students, faculty and staff access to integrated instructional and student services through the Campus Pipeline web portal, a pilot redesign of Fundamentals of Computer Science curriculum (half in classroom and half utilizing online modules) to show economies of scale, offer Computer Based Training to staff, and provide a web site to track progress/disseminate documentation and best practices.

The completion of integration of the College's Learning Management System with the Campus Portal meant seamless access to the College's 40 online courses for 450+ students per semester and an additional 600 students taking web-supported courses. In just over a year, 93% of 6000+ students are registering for courses via the portal, accessing many student services such as online tutoring, and the College has the ability to scale additional services in the future. The College staff have been tracking savings in reduced back office processing, efficiencies such as reduced mailings, in-house support for distance ed systems, and 24x7 support for all systems, and have estimated that the return on this investment of funds will be fully realized within two years. Additionally, the increase in value and satisfaction to students, faculty and staff is enormous.

With many building blocks already in place, ITD funds accelerated the ability of NSCC to provide students, faculty and staff access to a Web portal, instruction and student services on a 24x7 basis, and make teaching, learning and technology equal partners in achieving the College's mission and Commonwealth's E-Gov goals.

on clients served by the EHS agencies as well as information on the agency providing services and the dates of service. Even this basic information provides a new way to look at a client and their family and when and where these clients are being served. In the future as the system expands and all the necessary confidentiality issues have been met, it will be possible for case workers to see what services are being provided to better target their response to an individual client's needs.

MassCARES includes the following technological initiatives:

1. A **Central Information Storehouse** (based on EOHHS's effort to construct a single database providing an unduplicated count of all consumers across all 15 of its agencies).
2. An **On-Line Analytical Processing (OLAP)** tool providing an ability to access and analyze client and service data in a user-friendly way to improve planning and evaluation.
3. A variety of **web-based service tools** that will redefine how citizens relate to government and access services. These web-base applications include:

Resource Locator - This tool provides state agencies, health and human services providers, and individuals with a user-friendly way to track down the services available to them in their area.

Eligibility Wizard - Provides consumer, or potential consumers with a single point of entry into a host of health and human services programs eliminating the need for individuals to bounce from agency to agency applying for specific types of assistance.

Case Monitoring - A secure online system that allows authorized caseworkers to review and monitor client progress through a cross-agency view of information.

Risk Factor Reporting - A periodic reporting tool that enables early identification of at-risk consumers.

MassCares Web-based applications are currently being piloted in Brockton, Springfield and a western Massachusetts consortium of towns. It is expected that these applications will be available to a much larger audience in late summer.

AGENCY MIGRATION

There are two aspects to the process of migrating agency web sites (or "portalizing") into the Portal:

- The first part of the migration consists of a *content analysis* to reorganize an agency's website around customer needs, or what a customer wants to do. This piece is the "navigational conversion." The Channel Managers have developed a presentation, based on recommendations of the Portal Advisory Group, explaining the type of analysis an agency should do to reorganize their site. Agencies can start this part of the migration now.
- The second part of the migration consists of the actual *technical conversion*. Once the site's content has been reorganized conceptually, a technical analysis will identify the common document types or page types that an agency is using (e.g., a press release or an agency home page) before converting the HTML pages into XML.

The agency migration process will start with a pilot in June with The Massachusetts Emergency Management Agency. It is expected to be a five-week effort and will focus on a complete *technical conversion* of the MEMA site. The project team will employ members from Titan, MEMA and Mass.Gov. At the end of the pilot:

- MEMA's HTML content will be converted to XML.

- The new MEMA site will have the look-and-feel of Mass.Gov.

- MEMA's staff will be trained on using Interwoven's Teamsite to update content.

The content on each page will be divided into subsets to enable its use within different intentions. As part of the pilot, Titan will develop five templates (i.e., page layouts for different types of content) for MEMA's content. These templates will control the look-and-feel of published documents and will be reusable by other agencies when their content is migrated to the portal. Two MEMA templates will be of special interest because all agencies will use them:

1. Agency homepage template
2. Calendar page template.

Lessons learned during the pilot will be incorporated in planning the technical conversion of subsequent agencies. Upon completion of the MEMA pilot, the Mass.Gov team will issue an RFQ to contract with vendors to portalize an additional ten agencies.

INFORMATION TECHNOLOGY DIVISION

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ITD's Strategic Planning Group, Val Asbedian Director, publishes this quarterly Information Technology Bulletin. One of the SPG's tasks is to act as a clearinghouse for IT information. This publication furthers that goal. Please send correspondence to the Information Technology Bulletin, Room 801, One Ashburton Place, Boston, MA 02108

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A MESSAGE FROM THE CIO

This is a unique time in government. All of us are facing a reduced operating budget and the tough decisions that ensue. When the time comes to save a program or defer maintenance on the infrastructure, things can get very difficult indeed. However, in anticipation of the legislature passing IT Bond III, we have moved forward with the planning process for FY2003 and beyond. As you consider various projects, I would suggest keeping in mind a few points.

First, follow the Governor's Management Priorities:

- Be innovative. Find at least one substantive way to use the current budget crisis as an opportunity for positive change in your agency.
- Be collaborative. Work with your cabinet secretaries and fellow agencies to understand, articulate and accomplish your priorities.
- Be visionary. Create a vision for the future of your agency that includes short-term goals as well as longer-term accomplishments.

Second, keep in mind the situation we are in: less operational funding with the potential to obtain "new" development funding. This is unusual and, in this scenario, you need to ask what new project is truly so important that we are prepared to support it given our reduced operational resources. This will not be an easy task.

Lastly, the inclination in the early part of a budget crisis is to just cut. However, with IT Bond III money, we really need to ask what can we do better, more efficiently, and more effectively if we have the technology and we are willing to change the structure and/or the business process. Only this approach will address the Governor's points. In a down fiscal time, the decision process can be much sharper and the resistance to change much lower; take advantage of it!

David Lewis

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Information Technology

A News Bulletin From The Executive Office For Administration & Finance, Information Technology Division

INCREASED COMMUNICATION AND CUSTOMER SERVICE ARE GOALS OF NEW CIO



Chief Information Officer and Director of the Commonwealth's Information Technology Division (ITD) Peter J. Quinn

The newly appointed Chief Information Officer and Director of the Commonwealth's Information Technology Division (ITD) Peter J. Quinn views the challenges and opportunities facing the state as something akin to a perfect storm. Brought on board in September 2002 to replace outgoing CIO David Lewis, Mr. Quinn uses the perfect storm analogy to explain that the convergence of three external events are presenting "an opportunity to transform the technological face of government, an opportunity that only comes along once every fifteen or twenty years".

Mr. Quinn believes that while the current economic climate and declining state revenues make the business of government more difficult, they also create a receptivity to examine and deploy technical solutions that may not exist in good economic times. Add to that mix a new administration with all the energy of new possibilities and a newly created Information Technology Commission that has been authorized by the legislature to exam IT issues in the state and you have the three elements to instigate change.

"Taken together these events give us a tremendous opportunity to change the way we work, if they are properly managed," said Mr. Quinn. He explained that the IT Commission could be a particularly strong catalyst. The Commission first met in November and is scheduled to complete its tasks by January 30, 2003. It is comprised of 25 appointed members representing all areas of government and the private sector.

The Commission's purpose, as enumerated in its Charter, is to recommend an enterprise strategy for the Commonwealth's information technology infrastructure, system development and governance, which includes all three branches of government. The goal of this project is to develop, at a high level, a statewide vision, a set of goals, and blueprint for the implementation and management of IT in Massachusetts. It is important to note that the development of an IT strategic plan for the Commonwealth is not a goal of the Commission. Rather, the objectives are to:

1. Assess the current state of information technology, IT governance and management practice in the Commonwealth;
2. Develop an enterprise-wide vision based on that assessment, and;
3. Make recommendations for future actions that support the vision and enterprise approach to IT.

While Mr. Quinn is looking to the Commission to help chart a new course for IT in the Commonwealth, he is not waiting to act. Under his direction, ITD has developed a new mission statement, which is **"Enabling the success of our customers by providing effective technology and services through cooperative leadership."** With this new mission statement, Mr. Quinn said he is seeking to foster a renewed focus on customer service and enhanced internal communication between various state agencies and divisions.

INFORMATION TECHNOLOGY BULLETIN VOL. 8 NO. 4, FALL 2002

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THIS TECHNOLOGY IS NOT JUST CHILD'S PLAY



Assistant Commissioner for Information Technology and eCCIMS Project Director Joan Clark helping out her network administrators with some PCs in the OCCS Central Administrative Office.

The Office of Child Care Services (OCCS) knows that you cannot run a \$400 million child care agency without employing substantial technology advances. Therefore, OCCS has taken another important step in furthering this goal: **eCCIMS**. The Electronic Child Care Information Management System is a web-based billing system that will now allow child care providers conducting business with the state to do it all over the Internet.

"Across the state, there are 300 contracted child care vendors who provide state-funded child care for 18,000 low income children

and their families. With eCCIMS, OCCS will replace what was once paper-based billing with on-line financial transactions," said Joan Clark, eCCIMS Project Director and OCCS Assistant Commissioner for Information Technology. "All child care providers will need now are standard PC's, secure password-protected user accounts, and basic Internet access."

Child care providers who do business with the state currently submit paper worksheets and handwritten child care bills on "Service Delivery Reports" (SDR's). When OCCS receives these documents, they are reviewed and entered into MMARS for provider reimbursement.

But now, eCCIMS will calculate that reimbursement, and even provide validity checks on reimbursement. For example, a child care provider could not enter more days in attendance than are available in the month or alter rates. Once an OCCS staff person reviews the electronic, on-line bills, the submission can be forwarded directly to MMARS for a more rapid payment.

In Fiscal Year 2001, in an effort to streamline billing and placement services for child care in Massachusetts, OCCS took its first technology step and upgraded its paper-based voucher-subsidy program to a state-of-the-art, automated system. OCCS successfully rolled

out that system, the Child Care Information Management System (CCIMS), after over a year of development.

"We already deployed CCIMS to our business conduits for child care vouchers, so rolling out our eCCIMS Web site was just the logical next step. The Web site is extremely user-friendly; we can post not only announcements for everyone who uses it, but also post a message for just one program or provider," Ms. Clark said.

OCCS collaborated with the Department of Mental Retardation (DMR) to develop an electronic SDR for eCCIMS. When DMR heard OCCS was embarking on a project similar to one they already had underway, they invited OCCS to collaborate.

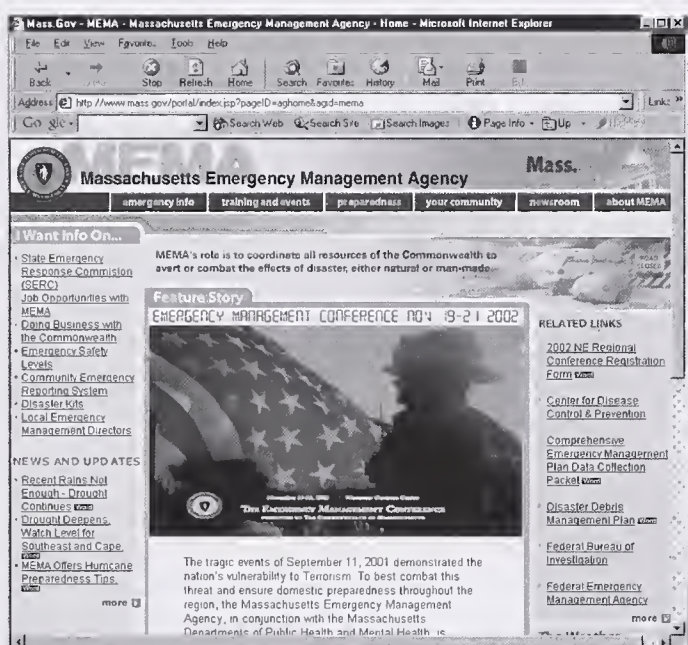
"I knew many state agencies who contracted with private agencies to deliver services used some form of an SDR to itemize and bill for services, and OCCS was just one of them, said John Vasily, Chief Information Officer for DMR, "I believe what we have developed is like an 'SDR-tool kit.' Other agencies can take our SDR software and then customize it for their own use."

OCCS also could not have successfully implemented eCCIMS without the help of the Information Technology Division (ITD). ITD set up the secure web site, and developed appropriate security and firewall protection schema. The hardware includes a "commuter" SQL database at OCCS central office that the contractors use in two ways – both to enter data and also to see the detailed status of all their contracts with OCCS, their OCCS-licensed facilities, and the current balances in all contract lines. The internal databases at OCCS both load data into this commuter database, and download the new data from it on a nightly basis.



Mass.Gov
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TWO PATHS TO MASS.GOV PORTALIZATION



AGENCY MIGRATION

The migration of the first agency to Mass.Gov in early September was a success! The Massachusetts Emergency Management Agency (MEMA) was launched on the portal after a relatively smooth development process that included training on Interwoven's TeamSite software and the Epicentric

module that allows MEMA to post emergency information on the Mass.Gov home page. MEMA can now manage and update their content using a workflow defined by MEMA, without any reliance on ITD.

This first agency migration was a technical migration pilot only. It proved that the portal infrastructure could support agency web sites. In addition, it confirmed the belief that the "portalization" process must focus on information architecture as well as the technical migration. It is essential for agencies to conduct a thorough content analysis and develop an "intentions-based" information architecture similar to the portal before proceeding with the technical migration.

Mass.Gov has embarked on a content analysis pilot with the Operational Services Division (OSD) that will be followed immediately by a technical migration. Mass.Gov has engaged Deloitte Consulting to assist in this pilot. Deloitte will not only develop a new intentions based information architecture for OSD, but equally important, will develop a "cookbook" that will guide agencies through the information architecture design process. Mass.Gov plans to capitalize on the processes, tools, and templates developed with MEMA and OSD to migrate several additional agencies this fiscal year.

The Department of Economic Development (DED) is also going through the portalization process. DED decided to totally redesign their web site during the summer, and chose to take advantage of the Mass.Gov infrastructure and tools to independently migrate to the portal.

CONTENT MIGRATION

Another lesson learned from the MEMA pilot is that it takes significant time and effort to portalize agencies, even with guides and cookbooks. To expedite content migration, Mass.Gov is taking a second approach to agency migration that will enable agencies to migrate specific content before migrating their entire site. Mass.Gov will portalize high volume content types that are commonly used by many agencies, such as calendars, press releases or news. This will enable agencies to use and become familiar with some of the content management tools. This migration strategy benefits agencies in several ways:

Streamlines content management process: an agency can delegate content entry, approval and update in a workflow according to agency requirements without ITD involvement.

Frees webmasters time: webmasters can concentrate on other challenging tasks in the development of their sites.

Consolidates content: an executive agency can display content from its subsidiary agencies, and Mass.Gov can consolidate content from agencies to display various portal views.

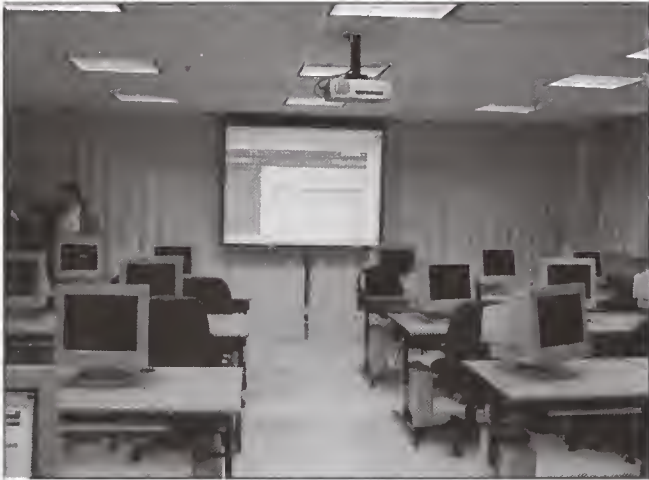
Supports multiple presentation formats: content is stored once, but can be displayed in a variety of ways and in multiple places to best meet the information needs of their customers.

Calendaring has been selected as the first content type to portalize since many agencies use some type of calendar function, and improved access to calendar information will help many customers. Mass.Gov has formed a workgroup consisting of agencies who publish web calendars related to outdoor activities. They will define the different types of events and their data components, as well as the different ways the information can be displayed and accessed. The workgroup will focus on one specific topical area, outdoor activities, so that there will be sufficient content to demonstrate a cross-agency portal calendar.

In November, Mass.Gov will begin building the calendar application, including Epicentric and Java components, TeamSite data capture templates, and Epicentric display templates. This will be followed by training and implementation for the charter agencies. Other agencies will be invited to use this feature in early 2003. As more agencies participate, Mass.Gov will implement additional calendars for virtual agencies, intentions, and eventually a robust, full function, universal calendar for the Commonwealth.



MCJTC COMPUTER LABS AVAILABLE FOR USE



The MCJTC Computer Lab located in South Weymouth Lab seating 48 students which includes 2 instructors.

The Massachusetts Criminal Justice Training Council (MCJTC) is responsible for the training of 16,000 municipal police officers for 351 municipalities and other law enforcement entities across the state such as campus police, MBTA Police, Environmental Police and Sheriff Department personnel. The MCJTC trains in four areas; Veteran Officers,

Student Officers (new recruits), One-time Specialized training programs, and Reserve Officers.

The MCJTC has recently implemented several state-of-the-art computer training labs throughout the Commonwealth to enhance their training programs. These computer labs give the MCJTC the opportunity to expand continuing education for state and local police officers within the Commonwealth. In FY03, it is anticipated that various training will take place in areas such as; Cyber Crime, Forensic Computer Analysis, Evidence Skills and Advanced Law Enforcement Data.

The computer lab facilities are located in Agawam, Boylston, Reading, Plymouth and South Weymouth. These facilities allow the instructor to facilitate training and administrative functions as well as providing hands-on familiarity with modern technology and standard software such as word processing, spreadsheets, database and internet access.

The Agawam, Boylston, Reading and South Weymouth Computer Labs are divided into two separate rooms, which allows them to be used independently or as a whole. All of the labs are equipped with state-of-the-art computer equipment and MS Office software. The labs can accommodate between 30 and 48 students per session.

MCJTC would like to extend an invitation to all state agencies throughout the Commonwealth that would like to utilize their computer labs. Please contact Debbie Broderick at 617-727-7827 ext 2130 for scheduling.

COMMONHELP UPDATE

COMMON OPERATING ENVIRONMENT PROJECT (COE)

CommonHelp now has a group dedicated to providing Desktop Services to 14 agencies previously supported by the Central Business Office. In conjunction with the LAN Server support staff from the Operational Services Bureau, the Desktop Services Team has begun the implementation of a Common Operating Environment (COE).

The COE project was initiated to achieve several objectives. Through standardized desktops, automated software delivery, and remote desktop management, the Desktop and LAN Services teams will be able to resolve reported problems much more quickly. Just as important, maintaining and upgrading desktops will be a much more streamlined process and will allow the Desktop and LAN Services team to provide customized services to departments. We are also looking to improve file management and expect the number of problems to be reduced in this standard environment. LAN and Desktop Services are working with the Help Desk to utilize tools for providing quality customer service to its' customers at ITD, as well as 13 other agencies and to improve overall communications.

As part of the standardization effort, a technology upgrade is being conducted at the Governor's Office to prepare them for the COE. New desktops are being rolled out in November of 2002 and they will be migrated to MassMail early December of 2002. Full conversion of ITD to the new Common Operating Environment is in process and will be soon followed by the conversion of the remaining 12 supported departments.

Additional information and documents regarding the Common Operating Environment can be found at <http://www.itd.state.ma.us/projects.htm>



IF YOU BUILD IT, THEY WILL CLICK

MASSACHUSETTS CULTURAL COUNCIL'S AWARD NOMINATION UNDERSCORES SUCCESS OF VIRTUAL OFFICE WEBSITE

A website designed by Massachusetts Cultural Council (MCC) and funded by ITD to provide virtual offices, individual websites and streamlined workloads for its local affiliates across the state was nominated for a Massachusetts Interactive Media Council Award this fall, in the category of Government/Utilities.

MCC is the state's arts and cultural agency. It gives thousands of grants across the state each year to non-profit arts, sciences and humanities organizations as well as individual artists, schools and school districts. Relatively tiny at just \$7.3 million in FY03 state appropriations, MCC grants are given directly to organizations and are also distributed through a network of 335 Local Cultural Councils (LCCs) to every city and town in the Commonwealth.

LCCs account for approximately 6,600 of the agency's 7,000 grants each year (about 94 percent). Average LCC grants usually are much smaller than the average MCC grant, and are given primarily to cultural projects that occur on a community level. The Council's LCC network is the largest grassroots-funding program of its kind in the nation and is run primarily by 2,700 citizen volunteers who are appointed by municipal officials for three-year terms.

Launched in August, the MIMC-nominated site (www.mass-culture.org) immediately met with greater-than-anticipated support from the Council's 335 constituents. Plans originally called for 100 local councils to begin using the tool this fall, and a summer beta-testing period hinted at the excitement in the field, but a fall series of training sessions across the state for potential users turned up scores of excited participants. At this writing, more than 125 councils had signed up.

Impetus for the development of www.mass-culture.org

began three years ago when MCC staff members were contemplating how to manage better the onslaught of data entry work that accompanied the distribution of LCC grants mid-winter each year. (Artists and organizations apply to LCCs in the early fall, application reviews occur in late fall and decisions are confirmed in January.) Traditionally, all funded proposals were forwarded to MCC for review, calculated and entered into the state database for processing and payment. It was decided that an online system might help reduce MCC staff data entry time, allow for more support to LCCs on how to be better grant makers in their communities, and create a funding history and profile for each council.

MCC already had successful ventures in developing technical solutions for its work. An e-Grant system was implemented to allow constituents to apply directly to the MCC for two of its largest programs. And a free online job search and job-posting site, called hireCulture.org was being used by hundreds of non-profit organizations and thousands of job seekers across the state and country. The Council also had cemented its commitment to technological solutions earlier this year

by promoting Communications Coordinator Dawn Heinen to the newly created Technology Project Manager position. Ms. Heinen saw the potential not only for streamlined work, but also for a web space where LCC volunteers could participate in a virtual community by sharing best practices, highlighting cultural activities in their communities, and raising public awareness of their work.

Ms. Heinen, Deputy Director Charlie McDermott and then-Manager of the MCC Communities Department Lisa Hergenrother conducted focus group surveys of volunteers to determine their interest in using such a tool. Fortified by the positive response they received,



Continued on Page 11



NEW MMARS UPGRADE PROJECT



Comptroller Martin J. Benison recently announced that his office has received final authorization from the Administration and Legislature permitting the start of the NewMMARS Upgrade Project. The Comptroller's partners in this effort, the Commonwealth's Information Technology Division (ITD) and American Management Systems, Inc. (AMS) have participated with OSC in the development of terms and conditions which will govern

the project and nine (9) Statements of Work detailing the specific activities which will be undertaken to implement NewMMARS.

The NewMMARS Project will upgrade the Commonwealth's seventeen year old, mainframe-based accounting and financial reporting system to the most current web-based application available from AMS, a leader in the field of public sector financial software. We will be updating the application to the Baseline AMS product utilizing current technologies. This approach of adopting the baseline product rather than applying extensive modifications to the application, positions the Commonwealth to remain current with new technologies and the ability to upgrade NewMMARS with less effort and cost over time. There will be a new infrastructure that supports the application, as well as changes to the application itself that encompass: screens that have a different look and feel, transactions with new names and many business practice changes to take advantage of improved functionality. These changes must be communicated to over 6,000 users of NewMMARS through training programs, new policies and procedures and involvement of departments in the design and testing of the NewMMARS system.

This project is an ambitious undertaking. Plans are to close out FY'04 in MMARS and allow pre-encumbering for fiscal year 2005 to begin in May 2004 in NewMMARS. ITD will be leading the effort to install and support the hardware platform required by NewMMARS and will work with OSC on data security

and network implications, data conversion, interfaces with departments and enhancements to the Commonwealth Information Warehouse (which will continue to support user queries).

CTR efforts will focus on defining the business requirements for NewMMARS, reviewing detailed functional specifications and testing the application developed by AMS. It is important to note that while the Comptroller expects to adhere closely to the AMS baseline product, AMS has agreed to include in their baseline many enhancements that have been made to MMARS over the past seventeen years. Therefore, AMS and the Commonwealth intend to work together to incorporate as many of these customizations as possible into both NewMMARS and future releases of the AMS application. This will achieve significant cost reductions for the Commonwealth. According to Comptroller Benison, it is also an acknowledgment of the quality of work performed by Commonwealth staff who developed the enhancements.

CTR will lead the effort to assist departments in training on NewMMARS through e-learning and other communication vehicles. A web-based Knowledge Center will be an important part of the effort to introduce users to the new system. In all of these activities, AMS will provide support and guidance and work side-by-side with CTR and ITD staff.

The Comptroller said it is vital to the success of this Project that input and guidance is received from NewMMARS users. "I am looking forward to the challenge of implementing the NewMMARS Upgrade and to working with everyone involved to make this project a success. We need to work together on this. If we do, we will all be able to celebrate our achievements in May 2004. I'm looking forward to that day," said Comptroller Benison



DOE'S ELAR PROJECT WINS NATIONAL RECOGNITION

For the 15th Consecutive year, the National Association of Chief Information Officers (NASCIO), representing the chief information officers of the states, has selected winners to receive the 2002 Recognition Awards for Outstanding Achievement in the Field of Information Technology and Massachusetts is among the winners.

The awards are given annually to state IT programs and systems that have created proven cost effective, innovative solutions in the operation of state government. This year the program received a record number of entries- 127 nominations from 33 states. This year, the state's Department of Education (DOE) was the winner in the Digital Government: Government to Citizen category for its Educator Licensure and Recruitment (ELAR) project.

Criteria for selection included a description of the project including length of time in operation; relative significance to the operation of government; benefits realized by service recipients, taxpayers, agency, state; and return on investment.

As reported in the Winter 2002 edition of the Information Technology Bulletin, the ELAR project was designed to help recruit and retain educators in the Commonwealth of Massachusetts. ELAR provides a one-stop shop on the Internet for those interested in Teaching in Massachusetts (both teachers and administrators) and encourages existing educators to

stay in Massachusetts by enhancing their abilities to meet Commonwealth licensure regulations.

ELAR reaches out to prospective and current educators to clearly communicate the roads to licensure. Furthermore, the process of licensure has been a challenge for many individuals. Historically, applications take months (frequently six months or more) before they are initially reviewed. Through a variety of process changes, the use of the Internet and new regulations, ELAR removes many of the components that create this backlog. Many individuals can be licensed immediately upon entering their application and payment on-line. Educators can manage all their license functions on-line. Users can understand how to become an educator, apply for their licenses, manage their licenses, maintain their professional development plans and find employment opportunities on-line. A significant portion (if not the majority) of students in Massachusetts receiving education degrees do not end up teaching in the state. By leveraging the data tracked by ELAR and through interfaces with other agencies, ELAR helps to ensure these prospective educators stay and work in Massachusetts schools.

"The ELAR system has made becoming a teacher in Massachusetts much easier," said Dr. David P. Driscoll, Commissioner of Education. "ELAR gives customers access to government services at their convenience by providing the opportunity to prospective educators to apply for certification, existing teachers to renew their licenses and school superintendents the ability to request waivers and check the license status of prospective employees at any time. ELAR moves us closer to our goal of having a top notch teacher for every classroom."

For more information, contact Maureen W. Chew, Chief Information Officer, Office of Information Services and Technology, (781) 338-6891, Fax: (781) 338-6850, mchew@doe.mass.edu



Back Row, L to R: Ajith Govind, Dave Mitchell, Ed Abrams, Elizabeth Losee, Brian Philpot, Tom Blair, Joseph Giannino, Radhika Uppaluri, Gina Daniels, Sandra Sutton, John Celso, John Brackett

Center Row, L to R: Michael Schwartz, Carol Gilbert, Kelli Sulfaro, Ash Patel, Carolyn Faria, Elvio Rebolo

Front Row, L to R: Joia Cicolini, Eileen Murphy, Sadasy Van, Maureen Chew, Rachael Traub, Trupti Khatri



EPAYMENTS SHARED SERVICE INCREASES ON-LINE PROCESSING



The ePayment shared service, part of the E-Government infrastructure initiative, has been processing credit card transactions for both the Human Resources Division (HRD) and the Department of Education (DOE) since early spring 2002 with tremendous success.

For example, by utilizing ePayment shared Service, HRD's initial State Trooper Civil Service Exam resulted in a much higher than expected percentage of applications processed online. Of the almost 17,000 applications received by HRD, 50% were processed online and paid by credit card through HRD's integration with ePay. In early October, HRD posted a new series of exams which are currently available on their website for online application and credit card payment through ePay.

Building on that success, DOE launched their new ELAR E-Government application in June and has been accepting online Teacher Certification applications with credit card payments processed through the shared service since that launch. Prior to ELAR's integration with ePayments, DOE was unable to accept credit card payments for teacher certification applications. Through the end of September, DOE has processed almost \$650,000.00 through the e-payment service.

The number of Departments requesting use of the ePayment Share Service is also on the rise. The ITD development team, in conjunction with the Office of the State Comptroller (OSC), is actively working with three additional departments to provide credit card processing capabilities for their online applications. The Department of Environmental Protection (DEP) is currently testing their online e-permits application to integrate with ePayments and hopes to roll this functionality out to a pilot group of business users later this fall. The Department of Fisheries, Wildlife and Environmental Law Enforcement (DFWELE) is also working on the development of an online licensing application for commercial fishermen/fish stores that

will integrate with the payment service to process credit cards. DFWELE hopes to roll out this new application before the end of calendar year 2002. The most recent agency to request the shared service is the Massachusetts Technology Collaborative (MTC) who plan to integrate their online conference registration application with a payment component.

An important new enhancement to the ePayments Shared Service, the ability to generate credit card refunds, was developed during the summer. The refund function will provide Departments with the ability to refund customers quickly, efficiently, and in the manner preferred by most customers who pay by credit card. Another enhancement that will be available in the fall is the ePayments Report Manager. This is an exciting new tool that will allow authorized internal Department users of the epayments system to login to the Report Manager application via the portal and run payment reports to facilitate in their daily payment reconciliation.



ITD SERVICE REQUEST SYSTEM PROJECT UNDERWAY

As a Central Service Agency, ITD customers were surveyed as part of the Managing for Results Initiative (MRI) and they provided lots of useful feedback. It became very clear that customers needed a better way to interact with ITD and all of its bureaus and units. Respondents also requested more coordinated customer support. To that end, ITD conducted customer focus groups and established an internal project task force to develop an interactive Web-based Service Request System.

The objectives set forth for this project are to:

- provide customers with one central place to request work from ITD
- eliminate the need for customers to know where to go to get a service from ITD
- give customers an easy way to look up the status of their request
- give customers an improved and more consistent service response



Customers will access the system from ITD's Intranet site where they can select a service and log their request into a tracking system. Based on pre-defined rules, the system will automatically notify the appropriate ITD personnel that a new request has been assigned to them, and it will also notify the customer that their request has been received. Customers can then, at any time, look up the status of their request and view comments on its progress.

ITD is currently piloting the Service Request System with customers of the Enterprise Applications Bureau (EAB). For additional information regarding the project's current status, schedule, meeting minutes and deliverables see the project web site at: <http://www.itd.state.ma.us/projects/servicerequest/default.asp>



NEW ONLINE TRANSACTION ELIMINATES TRIPS TO THE RMV



Massachusetts drivers are now able to renew their driver's licenses online as of October 21, 2002 thanks to a new online application from the Registry of Motor Vehicles. This new online transaction will save thousands of people a trip to the Registry of Motor Vehicles and further cut wait times at RMV branches.

Drivers who meet certain eligibility requirements can log on to www.mass.gov/rmv to renew. Customers will pay by credit card, and their new license will be mailed to them. Because driver's photos are stored electronically in the Registry's computers, customers can keep the same photo-image.

Customers are eligible to renew online every other time their license expires. Because licenses are valid for five years, this means customers could go a decade without visiting the RMV in person.

There are several restrictions and requirements for online renewal customers:

- Their licenses must be in good standing, with no outstanding parking tickets, excise bills, warrants, or child support payments.
- Their current license photos must have been taken at age 21 or older.
- They must hold a Class D or Class M license. CDL holders are not eligible.
- They cannot make changes to their name, address, or other information during the renewal process.

Customers can change their address online at www.mass.gov/rmv, but if they do, they should wait for an e-mail confirmation of the change before renewing their licenses. Change of address and license renewal are two of many services available on the Registry's Web site. Thousands of customers already renew vehicle registrations, pay citations, order special plates, and complete many other transactions online.

A key part of the Registry's dramatic turnaround in recent years has been its Web site. In 2001, more than half a million people completed transactions online, up from just 37,000 in 1999. In that time, the site has won numerous awards from national motor vehicle groups, as well as private companies that recognize excellence on the Internet.

Most recently, the RMV's site was commended by a local Web development company for responding to customer e-mails faster than every other company surveyed, including Wal-Mart, Starbucks, and Target.

Mr. Quinn put this desire for increased communication into practice by hosting bi-weekly town meetings with staff members in Boston and Chelsea. He said these meetings provide an opportunity to give updates on new technology initiatives, ask questions, recognize employee achievements and “hopefully have a little fun”. As an extension of his town meetings, Mr. Quinn is reaching out to other agencies and recently held a brainstorming session with 25 state agency CIOs. “I wanted input on how ITD can serve our customers better and what vehicles are available to provide better collaboration between agencies,” he said.

Other goals established by ITD’s new CIO focusing on organizational development activities such as team building, succession planning and employee development plans; creating initiatives to develop internal ITD work processes, and implementing tactical initiatives to ensure maximum system availability of customer centric applications such as Mass Mail and the Commonwealth Information Data Warehouse.

Mr. Quinn entered state government after a successful career overseeing information technology in the private sector, most recently as the CIO for Boston Financial Data Services. He sees many similarities when it comes to IT in the public and private sectors – particularly the needs for best practices, organizational development and good fiscal management. He has also seen a few differences. “Our technology staff truly understands the business of government and has a deep commitment to good government,” said Mr. Quinn. “This is not always evident in the private sector.”

Continued From Page 3, **TWO PATHS TO MASS.GOV PORTALIZATION
CO-BRANDING STRATEGY**

To support agency migration, Mass.Gov has engaged New Tilt to develop a Co-Branding Strategy in parallel with the OSD portalization project. A co-branding strategy will allow for the agency identity to co-exist under the umbrella brand, Mass.Gov. Co-branding the Mass.Gov logo with the agency name and logo provides a unified look-and-feel so that customers always feel they are on the same site. Style guidelines will be developed as part of the project to help agencies achieve the same look-and-feel of the portal as they migrate.

Continued From Page 5, **IF YOU BUILD IT, THEY WILL CLICK**

the team applied to ITD for development money and the Council was awarded \$250,000. Work began on phase one of the project; with help from Boston-based web design firm BigBad Design. The demographics of a typical user (fondly nicknamed “Dottie”) were developed, allowing for the very real possibility that some users may have no computer experience, while others would be very well-versed with websites and online technology. Would Dottie understand the data entry sheets? What information would Dottie find useful? What user interface would Dottie feel most comfortable with?

Eventually, when all 335 Dotties (or Bills or Toms) are on board, MCC projects that significant annual timesavings and other efficiencies will result. Approximately 1000 staff-hours and \$35,000 in salary money will have been saved in the elimination of data entry and updates alone. Nearly 210 hours of grueling LCC to MCC budget reconciliation also will be saved. In addition, checks are expected to be cut up to two months faster, ensuring that artists and organizations will receive compensation for their work faster than ever before.

Finally, perhaps most important to MCC officials, is the potential that staff time previously spent doing data entry will shift to more meaningful interactions with constituents. Staff members will assist LCC volunteers to become better grant makers, to deepen their relationships with municipal leaders, and to devise better ways to serve the cultural needs of their communities.

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A MESSAGE FROM THE CIO

I would like to take the opportunity in this first article to say thank you to everyone for the very warm welcome and excellent cooperation in these early months of my tenure at ITD. The professionalism and candor has been very noteworthy.

Our most important goal in the next few months will be improved communications, amongst ourselves in ITD and with our customers. As a foundation for this initiative, ITD has developed a new Mission Statement, which is decidedly customer centric:

"Enabling the success of our customers by providing effective technology and services through cooperative leadership."

Internally, we are embarking on a new and total ITD encompassing Change Management Process. This includes a much deeper commitment to capturing all problems and resolutions through CommonHelp's problem management repository, Remedy, and the development of robust internal ITD work processes. Each of these initiatives will insure frequent, accurate and broad communications between Bureaus and result in a significant drop in process aberrations and disjointed problem resolution.

In a vigorous renewal of our customer focus, ITD is reaching out to our users in a number of different forums and ways:

- Utilizing the CIO meetings as a platform, we are developing several collaborative initiatives to enable all the Commonwealth technology professionals to act and portray ourselves as one IT Community. These include joint research and proof of concept for the new tablet PCs; development of meaningful metrics to continually benchmark enterprise system performance and delivery; and targeted communications regarding technology changes and system outages.
- Employing ITD Listens forums, we will continue to solicit both broad and targeted input on a variety of technology and service delivery issues from our customers.

There are numerous other examples of cross-Agency collaboration, many which pre-date my tenure. These efforts should continue to be renewed and sustained as appropriate with a definite sunset provision in each.

I look forward to working with each of you in developing ITD into the consistent and high performing technology organization to which we aspire.

Peter J. Quinn

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